

IMPLEMENTATION AND DELIVERY PLAN

Project Name: Advanced manufacturing skills to drive sustainability, innovation and world class manufacturing.

Name of Organisation submitting: Improve

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Declaration:

I confirm that the information given in this plan is correct. I further confirm that all partner organisations mentioned have been consulted and have agreed to take part in our Joint Investment Programme and that they have understood and agreed to their roles, responsibilities and the financial implications for their organisations in taking part. In submitting this plan we commit to leading all aspects of this implementation plan.

Signature:



Name: Jack Matthews

Position: Chief Executive

Organisation: Improve

Date: 9th September 2010

This plan has been agreed by Geoff Russell, Chief Executive of Skills Funding Agency for implementation during the academic year 2010/11

17/09/2010.

SECTION 1: VISION AND PROGRAMME SUMMARY

1a. Joint Investment Programme Overview

The Joint Investment Programme (JIP) for Strategic Skills is designed to bring together public and private investment to support training and skills in areas where new skills are required in the workforce to capitalise on business and economic opportunities presented by growth sectors.

Taking part in the JIP will enable Improve to engage employers in a co-funded agreement with Government. Improve will work with the Skills Funding Agency, employers and training providers to negotiate, agree, implement, monitor and evaluate relevant skills solutions against specific and identified industry needs.

1b. Joint Investment Programme – Advanced manufacturing skills to drive sustainability, innovation and world class manufacturing – Vision

The proposal aims to ensure that the sector delivers greater levels of productivity and profitability through increased revenue from new product and process development combined with reduced levels of cost and critically improved contribution to sustainability and the reduction in usage of energy and natural resources. In addition it aims to fundamentally shift the makeup of our sector to meet identified gaps in skills and to equip our industry better for the more automated and higher level platform on which it competes and enable greater innovation.

This proposal delivers absolutely on the needs of the industry as identified in the Sector Skills Assessment and in research around industry need.

Whilst there are a very broad set of industry needs the Joint Investment Proposal aims to focus on 3 core aspects of industry need which will drive the skills of the industry and the competitiveness of the sector.

Basis

1. Develop World Class Manufacturing to **drive productivity** and support a low carbon and sustainable future. Our plan seeks to drive improvement through lean manufacturing and sustainability to improve levels of productivity and reduce the consumption of natural resources. This includes training to understand and use the tools and techniques associated with lean but also to develop the management and leadership associated to develop a culture of continuous improvement which underpins World Class manufacturing. The overarching measure for this will be the uptake of units and qualification in Food Manufacturing Excellence.
2. Increase in the numbers of **individuals with technical and higher skills** within the operational workforce to support advanced manufacturing - Greater levels of automation within the industry are resulting in the need for higher level skills in technical areas such as process operations and engineering maintenance as well as in areas such as operational leadership. The overarching measure for this will be the uptake of units in technical areas such as Food Safety, selected Manufacturing Excellence units and Hazard Analysis.

3. Increased levels of technical and craft skills to **drive innovation** - The sector is facing a crisis in that a significant proportion of the workforce are retiring and taking with them valuable skills and knowledge that have not been replaced. There are gaps in particular in areas of technical proficiency in key sub sectors such as bakery and meat production as well as in food science, quality and product development. These skills are vital to maintain innovation in the sector and in particular to support development initiatives that support better nutrition. The overarching measure for this will be the uptake of units and qualification in sector specific subjects such as Bakery, Meat and Seafood.

2. Investment

Academic Year Split	Skills Funding Agency Contribution	Employer Contribution	Total
10/11 – Starts and Completions	£936,430	£2,087,249	£4,174,498
11/12 – Completions only	£1,150,820		

The Skills Funding Agency 11/12 contribution detailed in this table will be funded from the year 2 budget as set out in the original expression of interest. The detail and information in this plan relates to activity starting in the academic year 2010/11 only.

3. Skills to be delivered

a. Specific levels to be covered by the programme, and volumes for each

Skills	Approximate Volumes
Level 3 target-bearing (full) qualifications	1117
Level 3 units or other qualifications	2200
Level 4 target-bearing (full) qualifications	50
Level 4 units or other qualifications	100
Advanced Apprenticeships	200

b. Specific qualifications / units to be funded in the programme including likely volumes

Apprenticeships	Level
Advanced Apprenticeships in Food Manufacture	3
Advanced Apprenticeships in Food Manufacture (cake decoration)	3
Advanced Apprenticeships in Food Manufacture (management)	3
Advanced Apprenticeships in Food Manufacture (pastry chefs & patissiers)	3
Qualifications	
Award for Proficiency in Meat and Poultry Industry Skills	3
Award for Proficiency in Food Manufacture	3
Award for Proficiency in Food Manufacture: supply chain pathway	3
Award for Proficiency in Food Manufacturing Excellence	4
Certificate for Proficiency in Baking Industry Skills	3

Certificate for Proficiency in Food Manufacture	3
Certificate for Proficiency in Food Manufacturing Excellence	3
Certificate for Proficiency in Meat and Poultry Industry Skills	3
Certificate in Food Manufacturing, Excellence and Enterprise	3
Diploma for Proficiency in Baking Industry Skills	3
Diploma for Proficiency in Food Manufacture	3
Diploma for Proficiency in Food Manufacturing Excellence	3
Diploma for Proficiency in Meat and Poultry Industry Skills	3
Certificate for Proficiency in Food Manufacturing Excellence	4
Diploma for Proficiency in Food Manufacturing Excellence	4
Diploma in Meat Inspection	4
Level 3 / 4 Units	
K/602/4192	Principles of retarding and proving dough and process control
F/602/4568	Principles of dough fermentation and process control
D/602/4223	Principles of preparing and handling bakery finishing materials
K/602/4712	Principles of mixing flour confectionery and process control
T/602/4227	Principles of sugars and starches in bakery
A/602/4228	Principles of dairy products in bakery
F/602/4229	Principles of egg and egg products in bakery
T/602/4230	Principles of salt and dough conditioners / improvers in bakery
A/602/4231	Principles of packaging in bakery
F/602/4182	Principles of the Chorleywood bread process
A/602/4567	Principles of the Bulk Fermentation Process
K/602/4211	Principles of oven baking bakery products
M/602/4226	Principles of fats and oils in bakery
K/602/4225	Principles of flour in bakery
F/602/4568	Principles of MDD (Spiral mixing)
T/602/4597	Understand how to design and develop specialist individual bakery products
A/602/4598	Understand how to evaluate specialist individual bakery products
F/602/4599	Understand how to produce specialist individual bakery products
F/602/4604	Understand how to batch produce advance craft non fermented dough based products
J/602/4605	Batch produce advance craft fermented dough based products
Y/602/4611	Understand how to batch produce advanced craft flour confectionery products
A/602/4701	Control energy efficiency in food operations
L/601/2701	Principles of sustainability in food operations
F/602/4702	Control waste minimisation in food operations
J/602/4703	Understand how to minimise waste in a food environment
L/602/4704	Control water usage in food operations
R/602/4705	Understand how to control water usage in food operations
Y/602/4706	Control transport efficiency in food operations
D/602/4707	Understand how to control transport efficiency in food operations
L/601/9650	Direct the implementation of an achieving excellence strategy in food operations
R/601/9651	Understand how to direct the implementation of an achieving excellence strategy in food operations
Y/601/9652	Lead the identification of priorities in achieving excellence in food operations
D/601/9653	Lead the quantification of current performance in achieving excellence in food operations
H/601/9654	Lead the analysis of current performance in achieving excellence in food operations
K/601/9655	Lead the improvement of performance in achieving excellence in food operations

	operations
M/601/9656	Lead the control of performance in achieving excellence in food operations
T/601/9657	Develop an achieving excellence strategy in food operations
A/601/9658	Understand how to develop an achieving excellence strategy in food operations
F/601/9659	Secure commitment to an achieving excellence strategy in food operations
T/601/9660	Understand how to secure commitment to an achieving excellence strategy in food operations
A/601/9661	Lead organisational change to sustain excellence in food operations
F/601/9662	Understand how to lead organisational change to sustain excellence in food operations
J/601/9663	Communicate a vision and policy for achieving excellence in food operations
L/601/9664	Understand how to communicate a vision and policy for achieving excellence in food operations
R/601/9665	Ensure compliance to support achieving excellence in food operations
Y/601/9666	Understand how to ensure compliance to support achieving excellence in food operations
D/601/9667	Develop an achieving excellence culture in food operations
H/601/9668	Understand how to develop an achieving excellence culture in food operations
K/601/9669	Manage risk to control achieving excellence in food operations
D/601/9670	Understand how to manage risk to control achieving excellence in food operations
K/601/9672	Encourage innovation in achieving excellence in food operations
M/601/9673	Understand how to encourage innovation in achieving excellence in food operations
T/601/9674	Develop and manage relationships with external organisations in food operations
A/601/9675	Understand how to develop and manage relationships with external organisations in food operations
H/600/9609	Ensure compliance with legal, regulatory, ethical and social requirements (MSC, B8b)
Y/600/9588	Develop and evaluate operational plans for own area of responsibility (MSC unit B1)
F/601/9676	Develop, implement and evaluate quality assurance systems in food operations
J/601/9677	Evaluate and improve quality assurance systems in food operations
L/601/9678	Understand quality assurance systems in food operations
R/601/9679	Assess operations for effectiveness and compliance with food safety standards in operations
J/601/9680	Report on compliance with food safety requirements in operations
L/601/9681	Understand how to report on compliance with food safety requirements in operations
R/601/9682	Develop a strategy to achieve sustainability in food operations
Y/601/9683	Principles of food policy and regulation
D/601/9684	Principles of using Information Communication Technology and Management Information Systems in food technology
H/601/9685	Principles of energy efficiency in food operations
K/601/9686	Principles of waste minimisation in food operations
M/601/9687	Principles of efficient water usage in food operations
T/601/9688	Principles of efficient transport usage in food operations
A/601/9689	Principles of change project management in food operations
T/601/9657	Principles of an achieving excellence strategy in food operations
M/601/9690	Principles of achieving an excellence culture in food operations
D/601/9944	Principles of achieving excellence in food operations
T/601/9948	Principles of quality improvement methodologies in achieving excellence in food operations

T/601/9951	Principles of quality improvement tools and techniques in achieving excellence in food operations
F/601/9953	Principles of defining improvement opportunities in achieving excellence in food operations
J/601/9954	Principles of measuring organisational performance in achieving excellence in food operations
L/601/9955	Principles of analysing current organisational performance in achieving excellence in food operations
R/601/9956	Principles of improving organisational performance in achieving excellence in food operations
Y/601/9957	Principles of controlling organisational performance in achieving excellence in food operations
A/602/5556	Organise and run meetings in food operations
F/602/5557	Understand how to organise and run meeting in food operations
M/602/6302	Develop productive working relationships with colleagues in food operations
A/602/6304	Understand how to develop productive working relationship with colleagues in food operations
H/600/9674	Plan, allocate and monitor work of a team
T/600/9601	Provide leadership and direction for own area of responsibility
T/602/5071	Contribute to the development of an achieving excellence culture in food operations
A/602/5072	Understand how to contribute to the development of an achieving excellence culture in food operations
F/602/5073	Plan organisational change for achieving excellence in food operations
J/602/5074	Understand how to Plan organisational change for achieving excellence in food operations
L/602/5075	Manage organisational change for achieving excellence in food operations
R/602/5076	Understand how to manage organisational change for achieving excellence in food operations
Y/602/5077	Provide organisational support for achieving excellence in food operations
D/602/5078	Understand how to provide organisational support for achieving excellence in food operations
D/602/5629	Monitor change and improvement for achieving excellence in food operations
Y/602/5631	Understand how to monitor change and improvement for achieving excellence in food operations
D/602/5632	Review and evaluate organisational change for achieving excellence in food operations
H/602/5633	Understand how to review and evaluate organisational change for achieving excellence in food operations
K/602/5634	Contribute to the development of an achieving excellence strategy in food operations
M/602/5635	Understand how to Contribute to the development of an achieving excellence strategy in food operations
T/602/5023	Identify learning and skills needs for achieving excellence in food operations
A/602/5024	Understand how to Identify learning and skills needs for achieving excellence in food operations
F/602/5025	Provide coaching and mentoring for achieving excellence in food operations
J/602/5026	Understand how to Provide coaching and mentoring for achieving excellence in food operations
L/602/5027	Provide training for achieving excellence in food operations
R/602/5028	Understand how to Provide training for achieving excellence in food operations
Y/602/5029	Assess teams and individuals in the achievements of excellence in food operations

L/602/5030	Understand how to Assess teams and individuals in the achievements of excellence in food operations
R/602/5031	Manage workplace organisations for achieving excellence in food operations
Y/602/5032	Understand how to Manage workplace organisations for achieving excellence in food operations
D/602/5022	Manage compliance to support achieving excellence in food operations
H/602/5034	Understand how to Manage compliance to support achieving excellence in food operations
T/602/0615	Principles of displaying fish/shellfish in a sales environment
A/602/0616	Principles of marine finfish
F/602/0617	Principles of shellfish, non-marine finfish and marine food products
R/602/0623	Principles of frying fish and chips
D/602/0625	Principles of brining and salting fish or shellfish
M/602/0614	Principles of fish or shellfish smoking
M/602/0628	Principles of fish or shellfish quality assessment
J/602/0621	Principles of seafood quality science
L/602/4699	Carry out quality audits in food manufacture
T/602/4700	Understand how to carry out quality audits in food manufacture
tbc	Monitor and control the recovery of by-products and waste disposal in food operations
tbc	Understand how to monitor and control the recovery of by-products in food operations
D/602/5811	Maintain plant and equipment in food operations
Y/600/2382	Principles of HACCP for food manufacturing
D/602/5808	Manage commissioning and handover of plant and equipment in food operations
H/602/5809	Understand commissioning and handover of plant and equipment in food operations
tbc	Support commissioning of plant, equipment and processes in food operations
tbc	Understand how to support commissioning of plant, equipment and processes in food operations
tbc	Principles of food safety supervision for manufacturing
tbc	Understand how to maintain plant and equipment in food operations
R/602/5627	Contribute to continuous improvement of food safety in operations
Y/602/5628	Understand how to contribute to continuous improvement of food safety in operations
F/602/4697	Monitor and control throughput to achieve targets in food operations
J/602/4698	Understand how to monitor and control throughput to achieve targets in food operations
F/602/4621	Analyse current practice for achieving excellence in food operations
J/602/4622	Understand how to analyse current practice for achieving excellence in food operations
L/602/4623	Carry out value stream mapping (VSM) programme in food operations
R/602/4624	Understand how to carry out value stream mapping (VSM) programme in food operations
Y/602/4625	Implement visual management systems in food operations
D/602/4626	Understand how to apply visual management systems in food operations
A/602/4617	Diagnose problems in food operations
F/602/4618	Understand how to diagnose problems in food operations
H/602/4627	Analyse and select areas for achieving excellence in food operations
K/602/4628	Understand how to analyse and select areas for achieving excellence in food operations
M/602/4629	Apply Failure Modes and Effect Analysis (FMEA) in food operations
H/602/4630	Understand how to apply Failure Modes and Effect Analysis (FMEA) in food operations
J/602/4619	Resolve problems in food operations

A/602/4620	Understand how to resolve problems in food operations
K/602/4631	Plan and agree targets for achieving excellence in food operations
M/602/4632	Understand how to plan and agree targets for achieving excellence in food operations
T/602/4633	Implement a problem solving methodology for achieving excellence in food operations
A/602/4634	Understand how to implement a problem solving methodology for achieving excellence in food operations
F/602/4649	Implement an improvement programme for achieving excellence in food operations
T/602/4650	Understand how to implement an improvement programme for achieving excellence in food operations
A/602/4651	Implement a set in reduction programme for achieving excellence in food operations
F/602/4652	Understand how to implement a set in reduction programme for achieving excellence in food operations
J/602/4653	Implement mistake/error proofing (Poka yoke) for achieving excellence in food operations
L/602/4654	Understand how to implement mistake/error proofing (Poka yoke) for achieving excellence in food operations
R/602/4655	Measure and collect data for achieving excellence in food operations
Y/602/4656	Understand how to measure and collect data for achieving excellence in food operations
D/602/4657	Analyse improvement outcomes for achieving excellence in food operations
H/602/4658	Understand how to analyse improvement outcomes for achieving excellence in food operations
K/602/4659	Review improvement activities for achieving excellence in food operations
H/602/4692	Understand how to review improvement activities for achieving excellence in food operations
K/602/4693	Evaluate improvement activities for achieving excellence in food operations
M/602/4694	Understand how to evaluate improvement activities for achieving excellence in food operations
T/602/4695	Sustain improvement activities for achieving excellence in food operations
A/602/4696	Understand how to sustain improvement activities for achieving excellence in food operations
A/601/2953	Principles of improvement in food operations
F/601/2954	Principles of continuous improvement techniques (Kaizen) in food operations
A/601/9689	Principles of change project management in food operations
L/602/2001	Principles of an achieving excellence strategy in food operations
J/601/2955	Principles of flow process analysis in food operations
D/601/2959	Principles of Measurement System Analysis in food operations
Y/601/2961	Principles of lead time analysis in food operations
H/601/2963	Principles of basic statistical analysis in food operations
K/601/2964	Principles of Taguchi Linear graphs in food operations
T/601/2966	Principles of flexible production and manpower systems in food operations
F/601/2968	Principles of statistical process control procedures (SPC) in food operations
J/601/2969	Principles of Design of Experiments (DOE) in food operations
A/601/2970	Principles of Quality Function Deployment (QFD) in food operations
F/601/2971	Principles of response surface methodology in food operations
L/601/2973	Principles of value stream mapping (VSM) in food operations
R/601/2974	Principles of visual management systems in food operations
Y/601/2975	Principles of analysing and selecting areas for achieving excellence in food operations
D/601/2976	Principles of Failure Modes and Effects Analysis (FMEA) in food operations
H/601/2977	Principles of Six Sigma process mapping in food operations
K/601/2978	Principles of Six Sigma methodology in food operations

M/601/2979	Principles of Six Sigma metrics in food operations
H/601/2980	Principles of a set up reduction programme in food operations
K/601/2981	Principles of mistake/error proofing (Poka yoke) in food operations
M/601/2982	Principles of a characteristics selection matrix in food operations
A/601/2984	Principles of capability studies in food operations
F/601/2985	Principles of multi variance charts in food operations
J/601/2986	Principles of hypothesis testing in food operations
L/601/2987	Principles of evolutionary operations (EVOP) in food operations
Y/601/2989	Principles of central limit theorem and confidence intervals in food operations
L/601/2990	Principles of Single Minute Exchange of Dies (SMED) in food operations
D/602/4612	Control production of bakery products
H/602/4613	Understand how to control production of bakery products
K/602/4600	Design and develop specialist individual dough based products
M/602/4601	Evaluate specialist individual dough based products
T/602/4602	Produce specialist individual dough based products
L/602/4606	Understand how to batch produce advanced craft fermented dough based products
A/602/4603	Batch produce advanced craft non fermented dough based products
R/602/4607	Design and develop specialist individual flour confectionery
Y/602/4608	Evaluate specialist individual flour confectionery
D/602/4609	Produce specialist individual flour confectionery
R/602/4610	Batch produce advanced craft flour confectionery products
J/602/4569	Plan and co-ordinate bake-off operations in food manufacture
A/602/4570	Understand how to plan and co-ordinate bake-off operations in food manufacture
F/602/4571	Organise the receipt and storage of goods and materials in food operations
J/602/4572	Understand how to organise the receipt and storage of goods and materials in food operations
Y/602/4575	Monitor stored goods and materials in food operations
D/601/5179	Monitor and maintain storage systems and procedures in food operations
D/601/5182	Understand how to monitor and maintain storage conditions in food operations
D/601/5280	Maximise sales in a food retail environment
R/601/5292	Understand how to maximise sales of food products in a retail environment
D/601/5294	Understand how to plan to maximise sales of food products in a retail environment
M/602/4579	Set up and maintain food retail operations
H/602/4580	Monitor effectiveness of food retail operations
K/602/4581	Understand how to co-ordinate food retail operations
M/602/4582	Plan and co-ordinate food services
A/602/4584	Understand how to plan and co-ordinate food services
F/602/4585	Set up and maintain food service operations in food operations
J/602/4586	Monitor effectiveness of food service operations
L/602/4587	Understand how to set up and maintain food service operations
J/601/5225	Interpret and communicate information and data in food operations
L/601/5226	Understand how to interpret and communicate information and data in food operations
F/602/5834	Control and monitor safe supply of raw materials and ingredients in food operations
J/602/5835	Understand how to control and monitor safe supply of raw materials and ingredients in food operations
L/602/5836	Manage and evaluate production performance in food manufacture
R/602/5837	Understand how to manage and evaluate production performance in food manufacture
Y/602/5858	Contribute to optimising work areas in food manufacture
D/602/5839	Understand how to contribute to optimising work areas in food manufacture

M/602/5831	Set up and maintain picking and packing orders in food operations
T/602/5832	Monitor effectiveness of picking and packing operations in food operations
A/602/5833	Understand how to coordinate picking and packing orders in food operations
H/602/5829	Monitor food safety at critical control points in operations
Y/602/1692	Monitor product quality in food operations
T/602/5829	Understand how to control product quality in food operations
K/602/5827	Monitor health, safety and environmental systems in food operations
M/602/5828	Understand how to monitor health, safety and environmental management systems in food operations
Y/601/9683	Principles of food policy and regulation
F/602/1699	Control shellfish depuration processing
K/602/1700	understand how to control shellfish depuration processing
J/502/00384	The principles of food safety management for manufacturing
T/502/0183	Principles of food safety supervision for manufacturing
H/600/2384	Principles of HACCP management for food manufacturing

4. Providers Engaged

Cornwall College
 Grimsby Institute of Further & Higher Education
 Hartpury College
 Liverpool Community College
 Poultec Training Ltd
 Reaseheath College
 Riseholme College
 Tameside College
 University College Birmingham
 West Nottinghamshire College

5. Employers Engaged

Type	Volume
SMEs	18
Large Employers (1000+)	51

For details of the named employers committed to the project please refer to Annex B in this plan.

SECTION 2: IMPACT AND SUCCESS

The following measures are those which Improve will use to assess the JIP’s impact and success in the sector against the anticipated outcomes of the programme.

Success, as far as this bid is concerned, will look like this:

For employers...

1. 20 businesses who have commenced or moved along the journey to food manufacturing excellence through accessing the programmes identified

Employers will have engaged or have taken further steps in their journey to food manufacturing excellence (sustainable implementations of lean manufacturing) ultimately leading to:

- clear financial savings for their businesses
- improved efficiencies and
- reductions in the use of natural resources

We will establish a mechanism with our providers to set about recording these measures where available before and after intervention to ensure that any successes can be shared and communicated.

2. Businesses will have accessed specific units to support the up-skilling of their employees in critical areas of operational production beyond the current level 2 threshold leading to:

- improvements in the standard of operations in their businesses. We will measure this through measuring the value of savings identified through the intervention of providers in supporting businesses (such as reduction in water usage, efficiency improvements etc.)
- Wider impact of improvements gained through developing the skills of those involved in production (such as right first time measures, reductions in rework and landfill, improvements in quality, motivational improvements to staff , retention etc.)

3. The delivery of underpinning knowledge we see as a critical aspect of this bid. Whilst on the job proficiency is important greater knowledge of the 'why and how' relating to craft and technical roles is key. Employers will report greater levels of understanding by their employees around both operational and technical concepts including aspects of quality, risk management, engineering etc.

4. SatiSkills Funding Agency action levels with the provision being available particularly around the aspects of unitised delivery and underpinning knowledge

5. Numbers of members of staff benefiting from learning (learner volumes)

We aim to follow up in terms of longitudinal activity to understand what further training is undertaken- whether there is greater breadth at the same level, whether it develops into a full qualification and whether there is evidence of further learning, progression to higher levels of learning etc

For providers...

1. Providers will have benefitted from the trialling of new approaches to employer engagement including giving them greater freedom to tailor delivery exactly to what employers need based on a unitised approach
2. The value add of providers will be better recognised by employers as they will have benefitted from a more encompassing and improved offer

3. Providers will be able to better offer a full range of provision thus meeting the needs of greater numbers of learners in a single business.
4. Providers , by packaging together units, will be able to offer new courses based on the most appropriate units
5. Working collaboratively providers will be able to develop new relationships to support one another including sub contracting at realistic and fair levels thus ensuring that funding is made available to support employers where needed.

Provider Measures ;

- 10 providers have trialled offering unitised delivery
- 10 Providers become more commercially aware and able to generate employer contribution to a greater level
- SatiSkills Funding Agencyction levels from employers are higher with providers
- 10 Providers gaining confidence in operating at levels 3 and 4 and expanding provision where previously the core offering had been at level 2
- New provision developed by providers to meet specific employer needs

The measures around its success will not only be around the impact on learners and on employers, but also on how it is managed, evaluated and delivered by providers.

The most significant measure for our JIP programme will be the testing of unitised learning. Delivery of units of learning has often been called for in our industry.

The longer term impact of the project will include:

1. A tried and tested model for delivering flexible unitised learning available for roll out across the food supply chain at all levels and into other sectors;
2. Significantly raising the aspirations and future earnings potential of those individuals participating
3. The responsibility of the evaluation and feedback will be with Improve but may be collected by the Provider Partners as part of their engagement with employers and learners.

For Improve and the NSA

1. We will have gained valuable learnings around the issues of unitised delivery
2. The SSC and the NSA will have supported employers in the sector to better meet their needs and to raise aspirations and levels of skills

**SECTION 3:
ADDITIONALITY**

The learning that will be funded and supported through the Joint Investment Programme and delivered through our providers will be additional to that which the employer would

normally invest in as part of its normal business activities. It is the Sector Skills Council's responsibility to make providers in their delivery network aware of the importance of this element of the Joint Investment Programme.

In addition to the anticipated impact and success set out in Section 2, and as a result of this arrangement with Government, the JIP will enable the following:

Business Performance

- Although difficult to measure improved business performance is ultimately the key output from the JIP bid.

Enhanced levels of employer engagement with Improve

- New relationships have already started and will be developed with new employers in the sector as a direct result of being able to access specific sectoral funding
- This will ensure greater granularity of LMI and insight to inform the future development of additional units or qualifications

QCF acceleration , understanding and adoption

- Acceleration of the introduction of new qualifications into the sector- this bid will encourage providers to offer the new qualifications earlier and to improve the quality of their delivery through offering a wider range of units than would normally be offered.
- The unitised approach will demonstrate to employers the flexibility offered under the QCF and will provide a platform for greater understanding of the benefits
- Additional learning delivery – units will enable employers to match the exact needs of employers which may be a qualification and a few units

NSA Impacts

- The bid will further enable the NSA to achieve it's targets both for leveraging employer investment and for achieving learner numbers
- Providers will have improved the quality and diversity of their delivery enhancing their specialist capability and improving the provision to the sector.

Provider Capability and Capacity

- Development of stronger commercial relationships between private and public providers which may be invaluable as future Skills Funding Agency contract sizes risk the sustainability of some providers

Learner Experience

- The raising of self esteem, development of professional pride and self confidence that comes from providing greater context and underpinning knowledge to complement the day to day competence of an individual is a key additional deliverable.

Additionality also comes from progression onto HE programmes, through collaborative promotion and employer driven demand. The support of the Academy's large network of providers interested in developing new learners from work based programmes into Higher Education will help the industry further develop the higher level skills that they need.

Our provider numbers have reduced since the original EOI, but this means that we can work more closely with them, sharing good practise, developing processes, tools and techniques that work for this flagship programme of funding. A variety of central Improve resources will be developed to help collate and share information between providers, and facilitating meetings between our sub contractors and Contractors will develop new relationships within the network between private and FE providers.

SECTION 4: MONITORING AND MEASURING THE PROGRAMME

Monitoring and measuring the performance of the programme will require Improve to meet frequently with the Skills Funding Agency to discuss progress towards the aims and outcomes of the programme. To support this the Skills Funding Agency will supply us with information regarding take-up extracted from the ILR at set points in the academic year. This information will be reconciled with information collected by ourselves from our Providers and Employers and will underpin a quarterly narrative report.

Improve will monitor the delivery of the programme and measure the outputs as detailed in the vision and programme summary (section 1), impact and success (section 2), Additionality (section 4) in the following way:

Measuring Employer Outcomes

All employers involved with the JIP programme will be asked to complete a survey to identify the key areas of output including an assessment of impact on business performance, no's learning, additional value add, performance of training providers , understanding of the QCF etc.

In addition a cross section of employers will be surveyed in a longitudinal follow up to understand areas such as progression and business impact.

We will support providers by establishing online surveys and key performance indicator measurement systems through our newly developed Learning Improvement Zone. This will provide us with live data on a provider and employer basis and to identify an impact on training including Return on Investment and

- clear financial savings for their businesses
- improved efficiencies and
- reductions in the use of natural resources

Provider Responsibilities

Within the project each Provider Member is responsible for its own finances and controls but will be required to report to us on the various areas of impact, success and additionality. This is already happening with the provider network, nominated delivery partners are already contracted to report to us and working arrangements are in place for the providers to report to our network development manager. We will manage any subcontracting arrangements through ongoing meetings.

We already have monitoring systems in place to gather data as a result of BIS, Skills

Funding Agency and UKCES requirements for data and impact capture. Much of this will be upgraded on new database systems and Web based reporting.

The responsibility of the evaluation and feedback will be with the NSAFDM Skills Consultant but may be collected by the Provider Partners as part of their engagement with employers and learners. Impact measures will be sought at regular intervals following project implementation meetings to arrange processes.

SECTION 5: SUSTAINABILITY

Improve intends to sustain this activity in the following way:

Improve's commitment to engage with employers to give them a voice coupled with the National Skills Academy for Food and Drink Manufacturing's established and consolidated position as a credible provider network across the UK, enables us to ensure that any benefits and successes from the Joint Investment Project can be promoted and sold to businesses. This will ensure private sector investment is increased and training results are seen as measurable, having an impact on an organisation's productivity.

The National Skills Academy can continue to support the provider network with complex delivery models that ultimately ensure both bespoke and tailored training solutions are delivered to organisations that will demonstrate:

1. Company Benefit (impact on company KPI's including areas such as employee and customer satisfaction, turnover, financial performance etc.)
2. Environmental benefit (impact on key KPI's including carbon emissions, energy efficiency and usage, landfill deposits, etc.)
3. Operational Benefit (Improved operational efficiency including downtime, machine effectiveness, oee and the improved financial benefits of these)

Only by piloting and supporting the providers at this stage and ensure evaluation and feedback is received can we take the results to market and ensure greater take up of employer funded at full cost provision in the future.

Many of our private providers are already geared to a full cost delivery model, while those in FE are reliant on selling programmes with funding. The collaboration and sub contracting partnerships we are setting up through this project will help us share good practise in this area and help us learn from each other.

SECTION 6: FUNDING MODEL

The employer contribution will be collected in the following way:

In order to avoid confusion with businesses and keep our model streamlined, simple and yet effective it will be the responsibility of the provider to invoice employers for their contribution to the Joint Investment Project. They will be required to collate evidence of money received against anticipated targets and profile. We will insist that our providers provide copies of employer contribution for evidence and possible future audit. Our review meetings with the Skills Funding Agency will identify any claims that have been made for funding where evidence has not been received in order for us to ensure that all employer contribution is collated and maintained by us.

We will encourage our providers to ask employers for payment up front, but with suitable clauses for claw-back from those employees who do not complete their training programmes, and quality checks to provide substitute learners where applicable.

FURTHER SUPPORTING INFORMATION

Initial discussions with employers uncovered substantial interest in the JIP approach and similarly with providers. Early estimations were made based on a wide range of programmes identified as potentially applicable. Since this the following has taken place;

- The funding rules for this year promote level 3's and thus enable providers to deliver full level 3 qualifications
- There is limited need for providers to demonstrate employer contribution in alternative funding mechanisms making these the preferred funding route and making Jip a secondary option
- The implementation of new qualifications through the QCF and to awarding bodies is still in early stages and thus it is not yet clear to all providers which AO will now offer the L3 and L4 units and quals
- It was not fully understood that the subsequent submissions would be restricted to only those qualifications identified in the EoI – Our EoI mentioned some but by no means all qualifications that employers and providers had indicated - and thus these have had to be stripped out. Given that there are no longer NVQ's in the sector and the new quals are in their infancy there is still considerable communication to be done with employers to enable them to understand the new qualifications portfolio.

Industry Overview

The industry is driven by the following key influences;

- i. Consumer Demand - the industry responds to consumers need for innovative new products reflecting lifestyle changes such as health, weight, fair-trade, organic, in home convenience and eating out of home. Estimates are that the sector invests over £350m in R and D and launches in the region of 8,000 new products every year. The type of innovation required has become more

sophisticated as it relies on greater levels of scientific understanding and knowledge particularly in areas such as 'neutraceuticals' (health enhancing foods)

- ii. A sophisticated and powerful retail customer – 4 retailers account for 75% of all grocery sales making them immensely powerful in terms of access to the market. As a result margins in the sector are under constant pressure as retailers vie for market share particularly on a price driven basis (n.b Asda's price pledge to pay the difference if other retailers are cheaper). As a result food as a proportion of household spend has declined and actual prices have risen marginally in comparison with non food. This has resulted in consolidation in the food manufacturing base as many smaller businesses have been unable to find a route to market or have the margins to support business in the retail sector (as an example, as well as paying for all costs associated with promoting their products manufacturers are also expected to compensate retailers for lost margin i.e. the margin the retailer would have made had the goods been sold at full cost!). The drive to reduce the costs associated with production has driven an increase in the levels of automation within factories enabling food to be produced quicker, cheaper and in greater volumes and thus has increased the need for more highly skilled engineers and process operators to maintain and optimise the performance of the machinery.
- iii. Supply Chains - the food chain (farming and food manufacturing) combine resources of the land with labour and capital to produce many thousands of finished goods. Resources are becoming increasingly key to the industry with water in particular sited by Defra as a major concern for the future. The industry uses 10 litres of water, for example to produce one litre of beer – finding more effective manufacturing techniques, reducing wastage and unnecessary processes are key. The food chain contributes a staggering 18% of total UK greenhouse gas emissions and 8% of energy usage. Only by changing the culture of organisations through the adoption of lean and sustainability will we make greater progress to eradicate waste and develop a focus on environmental sustainability as a key outcome.
- iv. Regulation - as well as being a highly regulated industry (approx. 600 pieces of legislation introduced in the sector in 6 years) the industry is subject to external auditing by supermarkets through organisations such as BRC to ensure compliance with a whole range of regulation and 'voluntary' codes of practice from policies on the sourcing of raw materials to specification of packaging. Maintenance of a safe and compliant business is a hugely resource intensive but critical business driver.

The implications in terms of skills needs of these drivers are profound and identified within the Sector Skills Agreements. The SSA also identifies additional challenges faced by the industry as a result of demographics and current skills levels.

Demographic Challenge

1. The industry is moving to a more highly skilled industry where technical, leadership and management, engineering and craft skills are key.

By 2014 the sector will need to recruit 13,000 technical operators, 16,000 skilled

craftsmen and 38,000 managers or supervisors. Current qualifications level show that 65% of the workforce are at or below level 2.

2. The industry needs to recruit 118,000 new recruits and is losing significant levels of experience as the current workforce retires

Over half the workforce is aged 40 or over with greater numbers aged between 50 and 59 than there are between 20 and 29. The industry struggles to attract young people and thus the knowledge gap is not being filled by new recruits.

The industry needs to recruit over 118,000 new recruits over the next 8 years and is thus a sector offering strong employment prospects.

Market Failure

In summary there is a mismatch between the skills needs of businesses and the current skills base of the workforce. The industry struggles to attract new younger people (specifically 16 – 18) into the market and this, coupled with a lack of priority on pre employment vocational skills training has resulted in a situation where something radical has to happen to kick start a change in the makeup of our skills base. Providers offering food related training have decreased or shifted their business models to deliver low level compliance based courses rather than the higher level, added value training. Employers have not had the opportunity, until recently to come together to try to practically solve these issues and work in partnership with provision. The dairy and bakery industries however are already making headway in solving their issues and with it enabling providers to understand more fully their needs and what they can do to deliver value added training. New IPQ and IVQ qualifications have been employer-led and will meet some of these needs.