



A skills guide for food and drink manufacturers

Improving skills to enhance business performance

HEART OF THE SOUTH WEST

Business Support

Part of the Rural Growth Network
in Devon and Somerset



Improving people skills...

...why is it so beneficial to business?

Whatever the size of your food or drink manufacturing business, to be successful you need to identify areas where you can improve your performance. Once identified, you can think about the skills required to achieve that performance.

Developing the skills of people working in your business is an important way of meeting your objectives – new skills can improve productivity, competitiveness and profitability.

This guide will explain how you can assess your performance, identify skills gaps that might be holding you back and how to address those gaps successfully.



CONTENTS

HOW DO YOU WORK OUT WHAT YOUR ORGANISATION NEEDS?	4
THE SKILLS WHEEL	6
THE LEADERSHIP WHEEL	8
DELIVERING TRAINING	10
HIGHER LEVEL SKILLS	14
WHAT HAPPENS NEXT?	16
SKILLS PROVIDERS LISTINGS	18

How do you work out what your organisation needs?

A Skills Review is an effective way to identify any gap between the skills your business needs and those your employees have.

It involves gathering information to identify areas where your employees could improve their performance.

Sources include:

- management observations
- customer comments
- company meetings
- employee surveys
- inspections to collect information

TOP TIP

When choosing training courses for your employees, bear in mind that people learn in different ways. Training will be more effective if it meets employees' individual needs as well as business needs.

DID YOU KNOW?

Organisations investing in skills training benefit from:

- increased profits
- increased productivity and quality of work
- reduced staff turnover and absenteeism
- reduced wastage and reworks
- improved customer satisfaction
- improved motivation



The Skills Wheel

Skills development suitable to your business goals can take many forms. You need to consider each aspect of the Skills Wheel in relation to your business and training needs.

Leadership & Management

Fulfil the leadership and management potential within your business:

- For owners, directors and strategic managers
- Produce challenging personal development plans
- Explore what the Institute of Leadership and Management say about leadership at: www.i-l-m.com/About-ILM/Why-choose-ILM/Developing-leaders

Bespoke Training and Other Short Courses

- Think about the type of training that best suits your business and its employees
- Have you considered distance learning or online courses?
- See the Skills Provider listing later in this guide and explore what is available



The Skills Pledge

A voluntary commitment to skills development:

- Helps employees make a full contribution to the success of your business
- Provides you with the flexibility to decide when to undertake training, where it is delivered and how much is spent

Higher Education

Higher level solutions to suit the individual needs of employers:

- Develop highly skilled individuals
- Academic and vocational solutions

Work Based Qualifications

Helping employees build a strong skills foundation and reach full potential:

- Designed by business for business
- Develops an employee's job skills and assesses their competence
- May involve on-site training and assessment
- You can also explore financial options such as bursaries, grants or loans
- And you can look into options for work based learning, such as at: www.gov.uk/grant-bursary-adult-learners

Apprenticeships

Training for young people and adults to learn skills and gain qualifications whilst working:

- Over 200 apprenticeships covering 80 industry sectors
- Develop practical on-the-job skills
- Funding may be available
- Explore apprenticeship options to find the right choice for you at: www.apprenticeships.gov.uk
- Take a look at Trailblazing Apprenticeships for the Food and Drink sector at: www.nsafdc.co.uk/apprenticeships

Investors in People

Enhance your organisation's performance through your people:

- Build effective strategies to develop employees
- Develop managers and supervisors, and improve teamwork
- Utilise human resources effectively
- Find out more at: www.investorsinpeople.com



The Leadership Wheel

With this tool you can consider each aspect of the wheel in relation to your business, using the scale of 1 (low) to 10 (high). Put an X on the lines where you assess your business to be. Your rating for each section will continually help you determine whether further development is required and can be used as a tool to monitor achievement.

Managing Performance

- Are difficulties with staff dealt with swiftly and appropriately?
- Do you recognise and reward good performance?
- Are all managers effective at managing their teams?

Managing Performance

- Do you set and monitor targets?
- Do you offer and seek feedback in a regular and timely manner?
- Do you deploy quality improvement frameworks? (ISO, Investors in People, etc.)

Developing Future Plans

- Are you using resources effectively?
- Do you encourage new capabilities?
- Do you shape, plan and guide your business?

Developing Future Plans

- Are you clear about the overall direction of the business?
- Do you assess any relevant opportunities and threats?
- Do you have effective operational plans in place?

Growing Your Business

- Are you tuned into trends in the outside world and in your market place?
- Are your plans for sales and marketing up-to-date, specific and realistic?
- Are your plans backed up by the resources to make them happen?

Running Your Business

- Is your business model appropriate and understood by all concerned?
- Are you satisfied with your grasp of the financial issues?
- Is your MI appropriate, timely and understood by your managers?

Running Your Business

- Is your business performance continually improving?
- Is your decision making timely and effective?
- Is the operational side of the business well organised?

Engaging and Leading Your Team

- Do all staff know what is expected of them?
- How does information get to all staff?
- Are your staff committed to their role in your business?

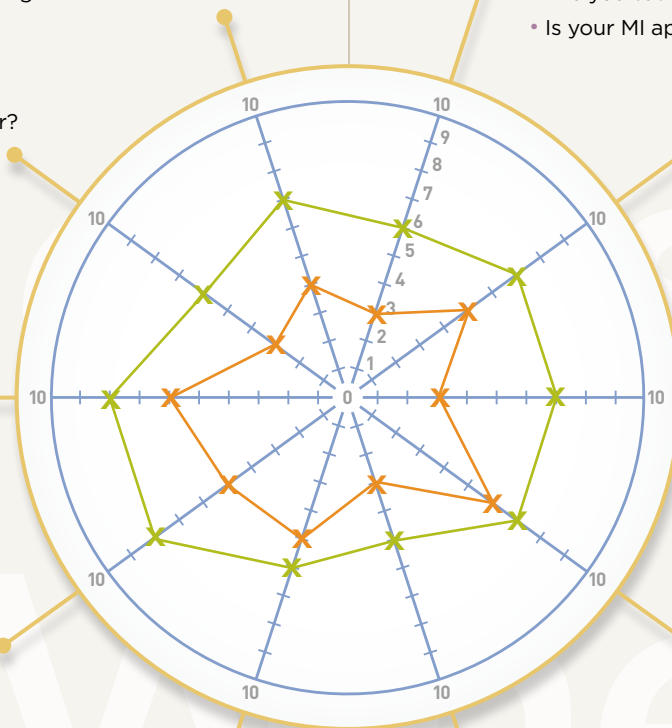
Engaging and Leading Your Team

- Are they delivering the service and quality that you expect?
- Do they interact/co-operate with one another?
- Are you effectively leading your teams in the same direction?

Growing Your Business

- Are you planning for growth?
- Are you managing for growth?
- Do your staff have the skills needed to deliver what's required of them?

X 3 months ago
X Today





TOP TIP

Carry out a Training Needs Assessment (TNA) to discover the training and development needs of the people that make your business tick. You can find out more about TNAs at: www.cipd.co.uk/toolclicks/learning/training-tools/training-needs-analysis



Delivering training

It is important that you choose the most efficient and cost effective method of delivering training or skills development.

Essentially, there are three approaches:

1. IN-HOUSE DELIVERY

Many businesses choose to train employees in-house. It can offer a number of advantages over external training providers:

- tailored to your specific business needs
- scheduled for a time that suits your business
- employees do not spend time or money travelling
- may be more cost-effective than equivalent external courses

The disadvantages are:

- employees might not take the training seriously
- you might not have the appropriate expertise or the necessary resources in-house
- risk passing on existing inefficiencies or poor business practice



Delivering training

2. EXTERNAL DELIVERY

The advantages of using external training providers are:

- they are specialists
- they bring with them best practice and the latest ideas
- employees may find the training more productive being away from their work environment

The disadvantages are:

- difficult to assess a trainer's ability and subject knowledge
- may be more costly than delivering internally
- training may not be specific to your particular business

3. DISTANCE LEARNING

The advantages of e-learning and distance courses are that they:

- allow employees to complete training while remaining productive
- can be completed at a time to suit the business and employees
- may be more cost effective than externally provided courses
- offer recognised qualifications from entry level diplomas and certificates to post-graduate degrees

The disadvantages are:

- learning may not be specific to your particular business
- little or no one-to-one contact can make it difficult to assess an employee's receptiveness to the training

Explore your learning options and find the route that best suits:

- take a look at online courses at: www.course-source.net/sites/nsafd and: www.futurelearn.com/courses/categories
- consider joining a Massive Open Online Course offered by learning establishments such as Universities and Colleges

DID YOU KNOW?

Skills development and training that delivers the best results for businesses are typically:

- part of a company-wide strategy
- linked to business goals and performance
- focused on setting tangible objectives for employees
- part of a company policy that sets out who is responsible for planning, implementing and evaluating training
- regularly evaluated for effectiveness using measurable indicators





ONLINE TOOLS AND INFORMATION

- Evaluate your training
- Fit training to your needs
- Develop your management team
- Set up in-house training
- Improve the performance of your staff

You can find useful information and access to course and skills providers at: www.nsafd.co.uk



Higher Level Skills

Increasingly, employers are seeing Higher Level Skills as a way to upskill their workforce.

Higher Level Skills tend to be at Level 4 and above, and may include formal qualifications or accreditation, bespoke programmes, short units or modules of learning and open learning materials.

The benefits from engaging with Higher Level Skills are:

- it improves the supply of graduates coming into the business with specific skills and knowledge
- student work placements will bring expertise or knowledge into the business
- it enhances productivity and develops new ways of working
- it widens access to lifelong learning for staff, improving their motivation and expertise
- it helps create and apply new knowledge within the business
- it develops enterprise and encourages innovation



What happens next?

The business environment is constantly changing, so the knowledge and skills you need to keep up with developments will change too.

To keep ahead of your competitors, you need a strategy for training.

An effective training strategy is integral to business planning and staff development, helping to ensure that:

- your training budget is fully utilised
- people give their best as individuals and teams
- you achieve consistently high standards
- a culture of learning and continuous improvement is established
- your business develops a best practice approach
- people want to work for your company

TOP TIP

See our Skills Provider listings on the next pages to find the right Higher Level Skills that fit both your employees' and business needs.



Skills Providers

The following training is offered in Devon (click on a name to go to their website):

2 Apprenticeship (L2) 3 Advanced Apprenticeship (L3) 4 Higher Level Apprenticeships (L4)

Source: Devon & Cornwall Training Partners Network from surveys of its member organisations.

ACCOUNTANCY

- Acacia Training & Development 2 3 4
- Aplus Training 2 3 4
- Exeter College 2 3 4
- PETROC 2 3 4
- South Devon College 2 3 4

BUSINESS SERVICES

Administration

- LearnDirect 2 3
- PETROC 2 3

Business Administration

- Acacia Training & Development 2 3
- Achievement Training Ltd 2 3
- Aplus Training 2 3 4
- Bicton College 2 3
- City College 2 3 4
- DMT Business Service 2 3
- Education & Training Skills Ltd 2 3 4
- Exeter College 2 3 4
- First4Skills 2 3
- Focus Training 2 3
- General Physics 2 3
- GHQ Training Ltd 2 3
- HIT Training Ltd 2 3

Business Administration

- Learning Plus 2 3
- Paignton Sec Info Tech Training Centre Ltd 2 3
- PETROC 2 3
- PGL 2 3
- Serco 2 3
- Skills To Group 2 3
- South Devon College 2 3
- Trans Plant Mastertrain 2 3
- Westward Pathfinder 2 3

Management

- Acacia Training & Development 2 3 4
- Accountancy Plus Ltd 2 3
- Achievement Training Ltd 2 3
- Aplus Training 2 3
- City College 2 3
- DMT Business Service 2 3
- Duchy College 2 3
- Education & Training Skills Ltd 2 3 4
- First4Skills 2 3
- Focus Training 2 3
- General Physics 3
- GHQ Training Ltd 2 3
- HIT Training Ltd 2 3
- LearnDirect 2 3

Management

- Paignton Sec Info Training Centre Ltd 2 3
- PETROC 2 3
- PGL 2 3
- Skills To Group 2 3
- South Devon College 2 3
- Westward Pathfinder 2 3

Sales & Marketing

- Acacia Training & Development 2 3
- Achievement Training Ltd 2 3
- City College 2 3
- PETROC 2 3
- South Devon College 2 3

Team Leading

- Acacia Training & Development 2
- Achievement Training Ltd 2 3
- Aplus Training 2 3
- City College 2
- DMT Business Service 2 3
- Education & Training Skills Ltd 3
- Focus Training 2
- General Physics 2 3
- GHQ Training Ltd 2 3
- HIT Training Ltd 2 3
- LearnDirect 2 3
- PETROC 2
- PGL 2 3
- Skills To Group 2
- South Devon College 2 3
- Westward Pathfinder 2 3

CREATIVE & DIGITAL MEDIA

- City College 2 3
- Exeter College 3
- Plymouth College of Art 3

ENGINEERING/MANUFACTURING

Building Maintenance Operations

- Duchy College 2 3
- Skills To Group 2 3
- South Devon College 2

Engineering Manufacture

- City College 2 3 4
- Cornwall College Training 2 3 4
- Exeter College 2 3
- PETROC 2 3
- Skills To Group 2 3
- South Devon College 2 3

Manufacturing

- City College 2 3 4
- Duchy College 2 3
- PETROC 2 3
- Skills To Group 2 3

Performing Engineering Operations

- City College 2 3 4
- PETROC 2
- Skills To Group 2

ENVIRONMENTAL HEALTH

- CIEH Food Safety Training:
search for a course near you

Skills Providers

The following training is offered in Devon (click on a name to go to their website):

2 Apprenticeship (L2) 3 Advanced Apprenticeship (L3) 4 Higher Level Apprenticeships (L4)

Source: Devon & Cornwall Training Partners Network from surveys of its member organisations.

FINANCIAL SERVICES

- LearnDirect 2 3

INFORMATION TECHNOLOGY

Information Technology

- Academy for Training & Development 2 3
- Achievement Training Ltd 2 3
- City College 2 3
- Education & Training Skills Ltd 2 3
- Exeter College 2 3
- Focus Training 2 3
- General Physics 2 3
- LearnDirect 2 3
- Learning Plus 2
- Paignton Sec Info Training Centre Ltd 2 3
- PETROC 2 3
- Serco 2 3
- Westward Pathfinder 2 3

Software & Telecoms

- South Devon College 2 3

RETAIL

- Achievement Training Ltd 2 3
- City College 2
- DMT Business Service 2 3
- Exeter College 2
- First4Skills 2 3
- Focus Training 2 3
- General Physics 2 3
- GHQ Training Ltd 2 3
- LearnDirect 2 3
- Paignton Sec Info Training Centre Ltd 2 3
- PETROC 2 3
- PGL 2 3
- Skills to Group 2 3
- South Devon College 2 3
- Westward Pathfinder 2 3

WAREHOUSING AND DISTRIBUTION

Logistics (Road Haulage & Distribution)

- City College 2 3
- Exeter College 2 3
- Trans Plant Mastertrain 2 3

Warehousing and Distribution

- Achievement Training Ltd 2 3
- City College 2
- Exeter College 2
- First4Skills 2 3
- Focus Training 2 3
- General Physics 2 3
- LearnDirect 2 3
- PETROC 2 3
- Skills To Group 2 3
- South Devon College 2
- Trans Plant Mastertrain 2 3

NATIONAL SKILLS PROVIDERS AND COURSE LISTINGS

National Skills Academy for Food and Drink: www.nsafd.co.uk

Course listing on Floodlight: www.floodlight.co.uk

Online course listing on Future Learn: www.futurelearn.com/courses/categories

National Skills Academy

A range of training courses and qualifications are delivered by an approved network of food and drink training specialists, which include universities, colleges and private institutions, all with proven results throughout the industry – a key requirement of being accepted into the Academy.

“The National Skills Academy is a single source of training for the food and drink sector – and if your business is lacking the skills it needs, we have a training solution to help. The right training can increase production, improve productivity and could be invaluable to your business.”

www.nsafd.co.uk

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Business Support

A close-up photograph showing dark chocolate pieces, cocoa beans, and a pile of cocoa powder on a wooden surface.

This guide was produced under the
Heart of the South West Business Support,
part of the Rural Growth Network in Devon and Somerset

Heart of the South West Business Support is a Heart of the South West LEP initiative, funded by Defra, Devon County Council and The Department for Transport. Devon County Council is the managing authority, working in partnership with Somerset County Council. The project is delivered by Peninsula Enterprise.