# People - The missing Link

5/15/2012

Jack Ward

CEO City & Guilds Land Based Services

# The agenda

City & Guilds

The macro challenge

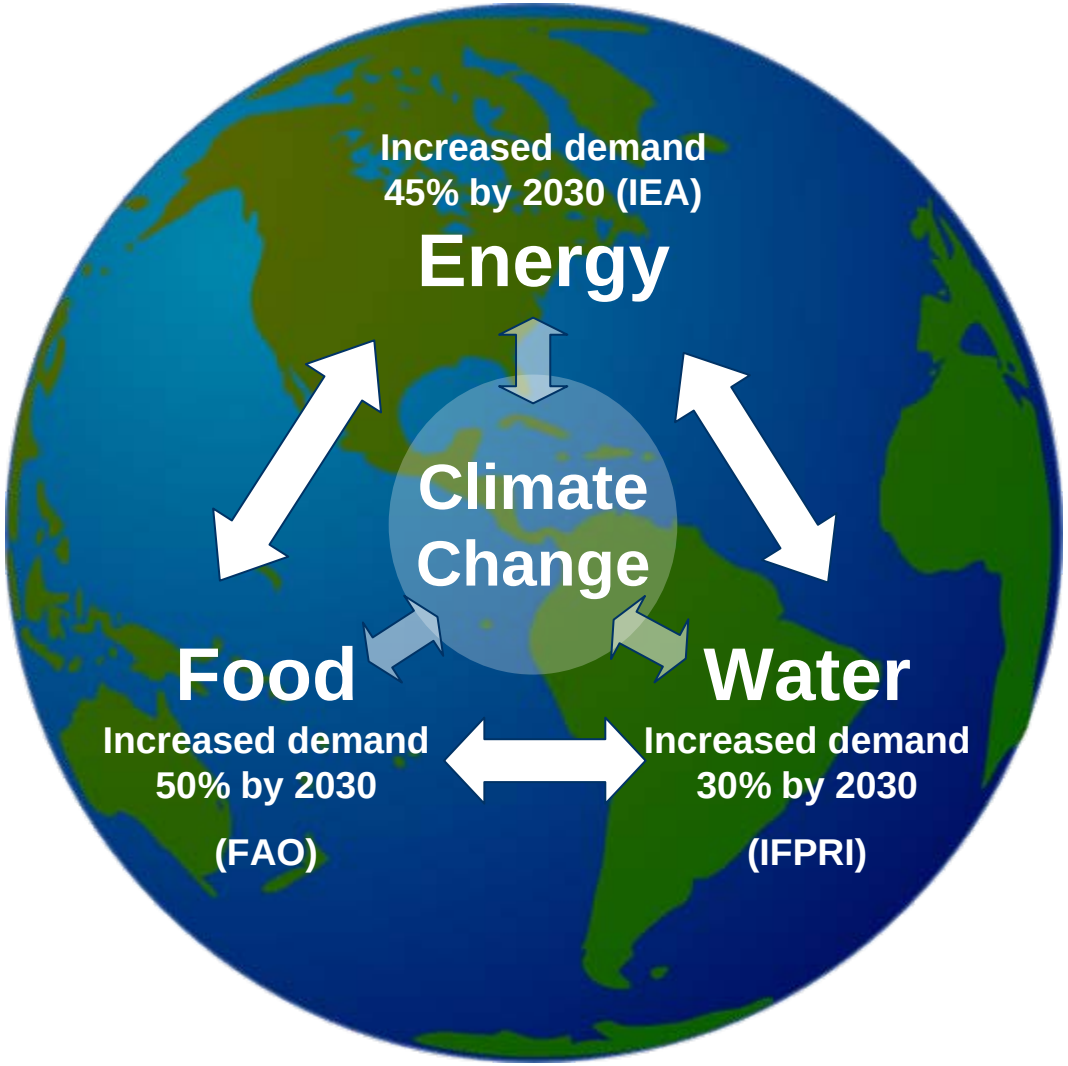
Resources and assets

The business drivers

The direct challenges

Collaboration

# The macro challenge



The Foresight Report

City & Guilds

## A unique moment in history

## Food production systems must become sustainable

## Climate change adaptation

## Climate change mitigation

## Redouble efforts to address hunger

# The components of the solution

1. Science
2. Technology
3. People

# Resources and assets
# Applying the bench test



# Value




£4 billion industry



3350 Businesses employing 23,000 people

2260 businesses Employing 10600 people

# Employment distribution

City & Guilds

| Employees | Land based engineering | All industry sectors |
|---|---|---|
| 0 - 4 | 59% | 68% |
| 5 - 9 | 18% | 15% |
| 10 - 19 | 15% | 8% |
| 20 – 49 | 8% | 6% |
| 50 - 99 | 1% | 2% |

# Gender



23%



77%

# Age profile

| | |
|---|---|
| 16 - 24 | 5% |
| 25 - 34 | 20% |
| 35 - 44 | 36% |
| 45 - 54 | 22% |
| 55 - 64 | 17% |

75% of the workforce over the age of 35

# Qualifications



| | Land Based engineering | All sectors |
|---|---|---|
| No qualifications | 10% | 7% |
| Level 1 | 18% | 16% |
| Level 2 | 28% | 21% |
| Level 3 | 23% | 19% |
| Level 4 | 21% | 36% |

# Resources and assets

£4bn industry

Predominantly small businesses

Male dominated

Ageing profile

Qualifications at each end of the scale

LANDBASED ENGINERING SKILLS STRATEGY
2011-2016

# THE LANDBASED ENGINEERING TRAINING AND EDUCATION COMMITTEE [LETEC] MEMBERS

A PAPER FOR CONSULTATION AND SUBSEQUENT ACTION
BY
MADGE MOORE (LANTRA) and ROGER LANE-NOTT (AEA)

# Major factors impacting your business

Major expectations around the use of new technologies

Opportunities from rising global demand for food

Food production techniques and technology will need to change – efficiency and sustainability

Red tape, bureaucracy

New skills required – communication, customer care, IT skills + technical engineering skills

21st century business skills

# Highlighting the issues

City & Guilds

- Large amounts of change in recent years
- A challenge to attract new recruits
- Lack of data about numbers involved in the sector
- Lack of recruits – knock on effect with Colleges offering courses
- Access to up to date equipment to train recruits
- Maintaining breadth an expertise in the teaching staff
- Just one University offering degree courses in Ag Engineering
- Provision for technicians – bigger problem
- Career progression – Land based Technician Accreditation Scheme

# The skills gaps

Technician level – enhanced technical skills LTA

STEM skills = literacy and IT skills

Customer care skills

NOS and qualifications

# The training infrastructure

Dispersed student numbers

Up to date resources

Right qualifications / NOS

Delivery mechanism

Is the process well understood

# Getting the offer right

City & Guilds

**Varied and interesting work -**

**High-quality training and development and active encouragement to progress**

**An 'open door' culture in which managers are approachable**

**Authentic management and leadership where behaviour is consistent and genuine**

**Respect for a good work-life balance –**

**Fairness at work,**

**Proactive and regular communication**

**Regular appraisal and positive feedback - restating business objectives and recognising your staff's contribution**

**recognition and reward for ideas**

# Building solutions

Wider issue about attracting talent into agriculture

Getting the messages into school

Ag Skills forum

Building an alliance - Landex, Lantra, City & Guilds, AEA, BIS and industry

Excitement about agriculture

# Leadership in the industry

**Capacity to lead**

Supports motivation of employees in the business

**Visionary**

Looks to the future for change opportunities

Interfaces between the business and the community

**Provider of information**

Ensures staff and Board have sufficient and up-to-date information

**Decision Maker**

Formulates and implements policies and plans

Decides or guides courses of action in operations by staff

**Manager**

Oversees operations of the business

Implements plans

Manages human, financial and physical resources


City&Guilds
THANK YOU