

from **SUSTAINABILITY** *to* **SUSTAINED** **ABILITY**

Strategy for Continuous
Professional
Development
within the Pig
Production
Industry in
England

JANUARY 2006



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from SUSTAINABILITY *to* SUSTAINED ABILITY

CHAIRMAN'S FOREWORD

This strategy will ensure that continuous professional development is at the heart of every pig business in England. It is the single most important factor in ensuring the sustainability of the industry in the next ten years.

Following the impact of Foot and Mouth Disease on the livestock industry in 2001, the Policy Commission on the Future of Farming and Food chaired by Sir Don Curry launched a new vision for the industry. The key: *Sustainability*.

The pig industry has been amongst the first to embrace this new concept. In conjunction with Defra's Sustainable Development Strategy, the industry has launched a series of initiatives under the umbrella of the BPEX Road to Recovery strategy, which is delivering improved productivity and competitiveness and world-leading health and welfare.

However, the success of all of these initiatives relies on our single most important asset: the people who work in our industry.

This new strategy provides an exciting opportunity to take the industry forward. It will build on existing skills in our industry's dedicated workforce and will also attract new people to the industry and motivate us all to meet the challenges of the future through a culture of continuous professional development.

The strategy seeks to create an ethos that puts continuous professional development at the centre of all pig production businesses. More fundamentally it will create an environment where training is demand-led.

This will be no short-term fix; it will require a sustained effort by all parties and it may take several years for the industry to fully embrace all that is inherent within continuous professional development.

And whilst there may well be an increasing level of confidence in the industry today, there will undoubtedly be many more challenges to face over the years ahead.

It is for this reason that the successful delivery of this strategy will require comprehensive buy-in not only from those who have been directly involved in its development, delivery and uptake, but also those parties that can directly influence levels of confidence so fundamental to its success, such as Government, funding agencies, retailers, and those agencies that impact on the day-to-day running of pig units.

With all that in place we will have created the **Sustained Ability** necessary to deliver Sir Don Curry's vision of **Sustainability**.

The industry has now been widely and comprehensively consulted on this Strategy resulting in an encouragingly high number of both unequivocally supportive and constructively critical responses. To get such a high level of response and near unanimous support to what is traditionally viewed as somewhat of a dull and unexciting topic reinforces the authors' view that both the demand for training and development is certainly there and that the time is indeed absolutely right for the industry to pick up and run with this Strategy. Hopefully, most of the criticisms and suggestions contained in the responses and subsequent discussions have been addressed in this final version of the strategy and I would like to take this opportunity to thank all those people and organisations who took time to respond.

¹ Rural Strategy 2004. Defra 2004.

² Skills in the Global Economy. H M Treasury 2004.

I would also like to thank all those¹ people and organisations who have given so generously of their time to get the Strategy to this point and to those² who have agreed to now take it on to the implementation and delivery stage.

There remain some not insignificant challenges ahead both for the industry as a whole and the Strategy itself but with the widespread support and unbridled enthusiasm that is already evident, these are indeed exciting times for the pig industry of England.

I urge everyone with our industry's best interests at heart to fully embrace this strategy.



Richard Longthorp
Strategy Implementation Group
Chairman



EXECUTIVE SUMMARY

This five-year draft skills development strategy for the English pig industry has been developed by Lantra in conjunction with Defra, the British Pig Executive, National Pig Association, Agricultural Development in the Eastern Region and Agskills. It builds on preparation and background work already carried out by, and on behalf of, the National Pig Association and the British Pig Executive.

The English industry recognises that the aim of delivering a more competitive, profitable and sustainable pig industry will only be achieved on the back of a highly skilled, proficient and stable workforce. There is therefore a clear need to address the skills and development requirements of both employers and employees through the development of a skills strategy and to encourage new entrants into the industry and to provide appropriate professional development for those working in the industry.

The term “Continuous Professional Development” within the context of the strategy is taken to mean increasing value through learning – to both individuals and businesses.

The strategy for skills development has to be informed by and reflect the requirements of the existing BPEX Road to Recovery Strategy, British Pig Health and Welfare Strategy; the Research and Development Strategy and Defra’s Sustainable Development Strategy.

Government policy is working towards:

- Improving the skills of young people between the ages of 14-19 years
- Supporting adults to train
- Supporting employers to train
- Reviewing the current qualification frameworks - ensuring qualifications meet business need

Currently the industry is facing severe recruitment and retention issues. In certain instances the lack of suitable staff has limited the size of units and has, in extreme cases, been responsible for producers going out of business.

The age profile of those in the industry shows by 2015, 55 per cent will be over 40. This means young people must be attracted and retained. Because of the time-lag involved in the training of young people it will not be possible to depend solely on the natural inflow.

Opportunities need to be developed that allow individuals to gain recognition for the training and skills development they have undertaken as the competence of staff often goes unrecognised.

Employers recognise that to develop a skilled workforce there is a need to rationalise delivery so that the industry is able to access consistent quality and cost-effective educational and training programmes that meet both the needs of the employers and those of the employees. A comprehensive training strategy must bring together examples of current best practice within sector training initiatives and align these with the emerging government skills strategies for the benefit of industry.

The pig industry has undergone contraction and rationalisation over the past few years and what is now left is an increasingly concentrated industry with the potential to organise itself into focused supply chains.

This strategic plan outlines the increasing demand for flexible and focused learning that is delivered at a time and place appropriate to the business through bite-sized learning using a blend of established and developing technologies.

The current take-up of training within the pig industry is very low. It involves time off-site and the courses are often seen as bureaucratic with high reliance on written work.

One of the main factors also affecting uptake is cost. The cost of training itself may be covered but the costs of

releasing someone to undergo the training are not addressed. The industry will work with funding agencies to cover as much of the cost of off-site training as possible. Clearly where training and assessment can be undertaken on site, this presents less of a barrier.

MISSION STATEMENT

‘To propagate and promote a culture that recognises the central role that investment in staff training and continual professional development play in the improvement of business performance and competitiveness within the English pig industry through establishing a framework that is able to deliver appropriate learning and skills provision and continued professional development opportunities’

OBJECTIVES

The objectives of this strategy are designed to address the clear wishes of industry to raise the standards and skills levels and to improve the training and development opportunities of both those about to enter and those already within the industry.

Increasing opportunities to gain accreditation for learning undertaken, better access to relevant qualifications and robust continual professional development opportunities will not only enhance career options within the industry but will also take steps to address the perceived negative image of the pig sector among career advisors.

The three-core objectives are as follows:

- 1. Develop a skills and qualification structure that is relevant to industry needs and accessible at all levels and flexible in structure.**
- 2. Provide and promote an attractive environment for a progressive career in the pig industry.**
- 3. Promote skills development as being central to business improvement**

The strategy recognises that delivery of the strategic vision and objectives can only be achieved through a number of key stakeholders working in partnership.

Lantra, Defra, British Pig Executive, National Pig Association, Agricultural Development in the Eastern Region and Agskills have developed this strategy. However the aspiration is for a wider group of partners to embrace the implementation of the document.

Through a partnership approach it is believed a suitable framework and identification of funding to deliver continuous professional development and training for the pig industry may be achieved within 12 months.

INTRODUCTION AND OVERARCHING VISION OF THE PIG SECTOR

This strategy document has been developed by Lantra in conjunction with Defra, British Pig Executive, National Pig Association, Agricultural Development in the Eastern Region and Agskills as a result of discussions with employers within the pig industry, training providers and key partners across the pig sector. It builds on preparation and background work carried out by, and on behalf of, the National Pig Association and the British Pig Executive. Support for the development of this strategy has been given by Defra and Lantra – the Sector Skills Council for the environment and land-based industries.

The pig sector has a demonstrable record of self-help and, unlike many other agricultural enterprises, is an industry that has benefited from only minimal support from the Common Agricultural Policy. Having faced a prolonged period of decline the industry has recognised it must come together and work more collectively if it is to have any chance of a sustainable future.

As part of this process of recovery the industry has shown a willingness to adopt strategies designed to improve health and welfare and the competitiveness of the industry. This has been achieved despite a series of major challenges over the last five years such as Classical Swine Fever, Foot and Mouth Disease restrictions and more latterly PMWS / PDNS.

The industry recognises that the aims set out in the refreshed recovery programme (2005), its recent welfare strategy and the sustainable pig industry strategy will only be achieved on the back of a highly skilled, proficient, motivated and dynamic workforce. There is therefore a clear need to address the skills and development requirements of both employers and employees through the development of a skills strategy, to encourage entry into the industry and to provide appropriate professional development for those working in the industry.

This strategy identifies the key issues facing skills development within the pig industry, taking into account the current and future structure of the industry and the drivers impacting on the industry. It also needs aligning, where relevant, to the latest government policies relating to education and training within England.

There are signs of improvements in the fortunes of the industry with employers showing increased confidence in the future of the industry. This, coupled with government skills and education policies aimed to encourage employers to take the lead to address skills issues through the development of a demand-led training and education infrastructure, means the time is right to address the issue of skills within the industry through the production of this skills strategy for the pig sector.

Overarching vision of the pig sector

Road to Recovery Strategy (BPEX)

An industry that:

1. Is internationally competitive, cohesive and profitable at all stages in the production and processing chain.
2. Embraces new ideas from a broad range of sources and invests in its future.
3. Anticipates consumer needs and produces a range of convenient, healthy, tasty and safe pork and pork products.
4. Is information-driven that communicates efficiently and effectively with others in the supply chain enabling it to meet customer requirements.
5. Has an international outlook that enables it to compete effectively to exploit all available knowledge in production and processing and all available markets for pork, processed products, offal and breeding pigs.

A Strategy for British Pig Health and Welfare (BPEX, NPA, PVS and MLC)

“Our vision for the future is an industry where the health of pigs and their welfare is optimised in a way that contributes significantly towards competitiveness and sustainability”.

The Strategy for Research, Development, Knowledge Transfer and Industry Uptake (BPEX)

“A British pig production and processing sector that invests in research, development and knowledge transfer in partnership with others as a means to achieve an efficient, profitable and sustainable industry that provides consumers with healthy and high quality meat produced in systems that favour pig health and welfare and benefit the environment”.

Sustainable Development Strategy (Defra)

“Enable the British pig industry to achieve sustainable international competitiveness through reducing production and processing costs and maximising the value of British pork and pork products”.

Strategy for Skills Development within The Pig Production Industry in England

A progressive industry that is recognised and rewarded as a leader in stockmanship, technology and business skills.

MISSION STATEMENT

To propagate and promote a culture that recognises the central role that investment in staff training and continual professional development play in the improvement of business performance and competitiveness within the English pig industry through establishing a framework that is able to deliver appropriate learning and skills provision and continued professional development opportunities.

Rationale

A revitalised pig industry, demonstrating growth and offering a range of high quality employment opportunities, will, by its very nature and position, contribute to the regeneration of some of the most fragile rural economies, particularly those in isolated areas of Britain. This contribution will support Defra's¹ drive for a living working countryside with vibrant rural communities and sustainable businesses.

Skills are fundamental in helping businesses achieve the productivity innovation and profitability needed to compete effectively². They have particular relevance in achieving:

- Improved competitiveness through better productivity
- Enhanced animal health and welfare
- Effective food safety
- Responsible management of the environment
- A safer working environment for individuals working within the industry

Skills are equally important for individuals as they help raise employability levels and help individuals achieve their ambitions³. For the pig industry to deliver its recovery strategy⁴ and to sustain competitive, productive businesses there will be a requirement for an ever-growing highly skilled, motivated and qualified workforce.

Currently the industry is facing severe recruitment and retention issues. In certain instances the lack of suitable staff has limited the size of units and has, in extreme cases, been responsible for producers going out of business. Employers within the industry recognise that the pig industry needs to develop and implement a strategy that will not only attract, motivate and retain staff of high calibre but also will offer individuals the opportunity to grow and develop a career within the industry. This will require access to a wide range of entry opportunities including vocational work based routes and academic routes via colleges and higher education institutions.

The British pig industry prides itself in adopting welfare measures that are amongst the most comprehensive in the world. The industry is leading the field with the publication of a welfare strategy⁵ designed to achieve a demonstrable and sustainable improvement in pig health and resulting welfare that will contribute to the recovery of the industry. Within this strategy is the recognition for the enhancement of training in disease identification and treatment.

¹ Rural Strategy 2004. Defra 2004.

² Skills in the Global Economy. H M Treasury 2004.

³ 21st Century Skills – Realising our potential DfES 2003.

⁴ The Road to Recovery. A Strategy for the British Pig Industry. BPEX 2005.

⁵ A strategy for Pig Health and Welfare BPEX, NPA 2004.

In addition, the increasing focus on environmental and waste management initiatives will require a skilled workforce aware of the latest legislative requirements and capable of delivering quality assurance schemes, and will be critical in the industry's drive to stay ahead of the competition.

The British Pig Executive has recently reviewed⁶ Research and Development within the industry and knowledge transfer into the industry. Producers, from large integrators to small family businesses, will need to access leading edge technology and research information if they are to improve the competitiveness of the British pig production and processing industry and make a contribution to the revitalisation of the industry. How the sector accesses research information and makes use of new technologies is patchy with particularly poor links in the chain of knowledge transfer between research and industry. There is a need to examine the current ways in which the sector gains new information, to maintain current best practice available through providers of learning, and to develop more effective mechanisms for the sector to obtain and act upon cutting edge information advice and support.

Currently training and skills development within the pig sector is fragmented with low levels of uptake due to issues ranging from extended periods of low profitability to those of industry restructuring, geography and lack of suitable training provision. Whilst the industry has had dedicated training resources available through the land-based college network and private training provision historically delivering a wide range of training initiatives, there has never been a co-ordinated approach to skills development within the industry. Much of the training delivered has been to address the requirements of legislation and has been driven by those delivering training, rather than from employer demand.

Business development and staff development are closely linked. Any strategy for skills development also needs to reflect how businesses can be effectively developed. Too often skills development programmes focus primarily on the workforce and practical skills. Within the pig industry there is a need to review not only the technical skills development within the industry but also address how the industry should be encouraged to take up skills development focused on productivity in areas such as business development skills, management, leadership and sustainable development.

Opportunities need to be developed that allow individuals to gain recognition for the training and skills development they have undertaken as the competence of staff often goes unrecognised. In certain cases there is a reluctance to take up the current qualifications, as there is a perception these are not valued within the industry.

Employers recognise that to develop a skilled workforce there is a need to rationalise delivery so that the industry is able to access educational and training programmes that meet both the needs of the employers and those of the employees. A comprehensive training strategy must bring together examples of current best practice within sector training initiatives and align these with the emerging government skills strategies for the benefit of industry.

⁶ The Strategy for the Development of a Sustainable Pig Industry in Great Britain BPEX 2005.

CASE STUDY 1

Developing people to develop the business

Founded in 1957, the JSR Farming Group is an outstanding example of the benefits of continual investment in staff development. The ethos behind the business operation is people and 'people first', and this is reflected in the growth and success of the company.

The business is split into four areas of operation: 'JSR Genetics' – one of the leading pig genetic companies marketing breeding stock and AI around the world, 'JSR Pig Production' - producing quality breeding and slaughter stock, 'JSR Arable Farms' – managing 3700 hectares in Yorkshire and 'JSR Property' – residential letting and development of farm buildings.

Employing 155 people in total their commitment to skills and development is emphasised through the three business rules they operate within:

- Commitment to quality
- The development of business through the development of people
- Continuous improvement through technology, hard work and attention to detail

The emphasis is on 'continuous professional development' as well as building on the existing strengths in the workforce. The skills development has not only kept up with the technological advancements in the industry but has also included leadership, management and personal development, team building and IT.

The commitment to developing their staff has paid dividends in the long term. 81% of their staff are multi-skilled allowing for greater flexibility and diversity within the workforce. Increased employee loyalty goes without saying – over half the workforce has developed their skills during their employment with the Group and the majority of staff have been with the business for more than ten years.

Employees have passed comments such as 'I can now demonstrate this skill to the team members under my control', 'we all now have a greater understanding of the importance of investment', 'I feel my assertiveness and communication skills have really improved' after undergoing training and development at JSR.

This investment in people underpins how the business operates on a daily basis to deliver a profit and maximise return through good practice, efficient production and well motivated employees.

**CASE STUDY
2**

Trainee reaps rewards

Twenty one year old Sean King from Retford in North Nottinghamshire is proof of the benefits that tailored training and skills development can deliver. His determination to succeed and willingness to learn has made a real contribution to business success.

After experiencing working on a pig unit during weekends and school holidays, he took up full-time employment with LKL Farming as soon as he left school. Although Sean is the first to admit he didn't study at school to his full potential, when encouraged by his supervisor, he collected evidence as part of his routine work, to work towards his National Vocational Qualifications (NVQs) and Key Skills en route to achieving his Advanced Modern Apprenticeship. Sean then went on to obtain some excellent performance figures from the pig unit he worked on, and as a result took on more responsibility in the running of the unit.

Sean is now the senior operator on a 1,000-sow outdoor unit in South Yorkshire. He has day-to-day responsibility for the performance of that site and the other three staff who work on it. He also completes the unit records and documentation. As a credit to Sean's commitment and dedication the unit is producing outstanding levels of output, which far exceed industry norms.

As a result of his enthusiasm, positive attitude and work ethic Sean achieved 'AgSkills Trainee of the Year' in 2003 and was Runner-up in 2004 (this is an Award open to all trainees sponsored by Pfizer Animal Health the international vaccines manufacturer). He has achieved NVQ at both Level 2 and 3 in Livestock Production, passed his Key Skills qualification and is now completing vocational certificates to finish his AMA – while putting long hours into the success of the unit on which he works. As a further credit to Sean's achievements he is one of three trainees representing the youth of the British pig industry at the European Pig Producers annual congress in Barcelona in 2005.

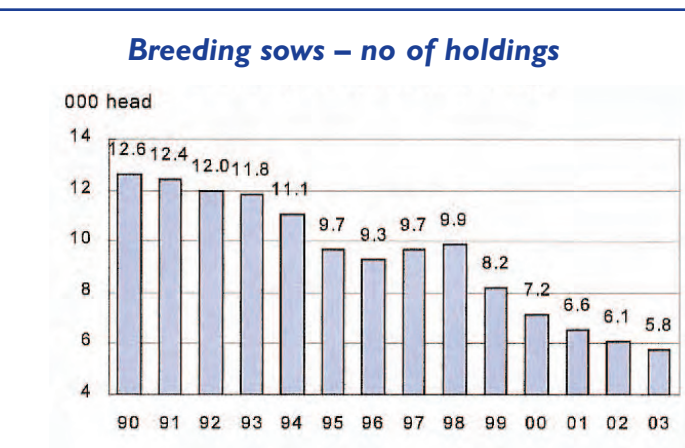
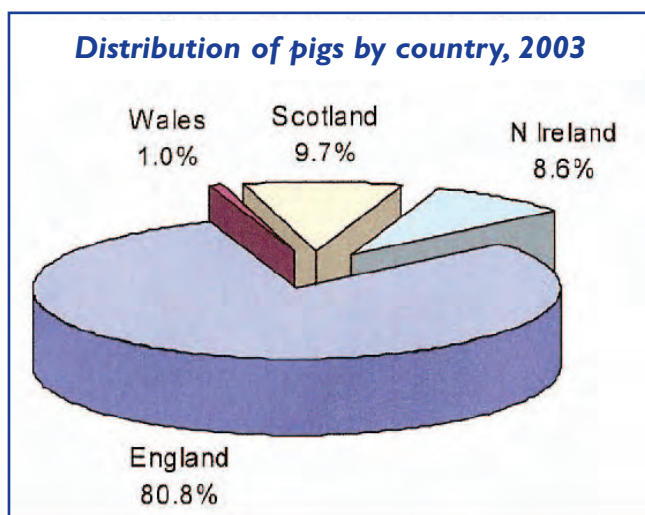
INDUSTRY BACKGROUND

The pig industry has undergone significant decline over recent years. A number of factors have affected the industry, including market price collapse, staffing difficulties and animal disease problems.

This has seriously undermined confidence resulting in sow numbers having been reduced from 800,000 to currently around 475,000 and with the number of pig holdings more than halved over the last 15 years from 12.6K in 1990 to 6K in 2003.

Currently the industry provides employment for 31,000 people at production level and an additional 110,000 people in related industries.

The UK pig industry is predominantly located in England with over 80% of the pigs located here, around 8.6% and 9.7% in Northern Ireland and Scotland respectively, with the remaining 1% in Wales.



Within England, the pigs are concentrated in Yorkshire/Humberside and Eastern counties having 31% and 29% respectively with the South West and East Midlands having just over 10% each. The remaining 20% is the spread across the remainder of England.

The value of the UK pig production at the farm gate is £700 million. UK pig meat consumption is currently around 1.46 million tonnes, valued at £7.3 billion. As production has fallen, imports have increased. As a result UK self sufficiency has gone from 82% in 1998 to just 48% in 2004; however it has now stabilised and could increase over the next 2 or 3 years.

It is estimated by the MLC that disease cost the British pig industry at least £50 million a year in loss of output and

sub-optimal performance. However the industry has embraced initiatives designed to satisfy customer demands for quality and food safety including the Zoonoses Action Plan (ZAP) Salmonella scheme and the Animal Health and Welfare Strategy. The British pig industry now leads the EU in welfare and adopting less intensive systems.

The infrastructure that supports the industry has also fallen in line, with fewer feed companies, breeding companies, hauliers and abattoirs, and consequent reduction in technical/advisory services that have traditionally been a key source of knowledge transfer.

What is now left is an increasingly concentrated industry with the potential to organise itself into focused supply chains. The latest detailed analysis of pig holdings in England shows that more than three quarters of the sows were on 780 of the largest holdings. When multiple ownership of holdings is taken into account the number of pig farming businesses is even lower. The abattoir sector has also become more concentrated with 18 abattoirs (12 companies) accounting for nearly 80% of pig slaughtering in Great Britain.

The National Pig Association in partnership with Lantra SSC have conducted a survey of pig producers relating to skills and business development. Over 100 producers have responded and a full report was published on 20 July 2005. All interested parties can receive a copy by contacting Timothy Drew at Lantra.

EXTERNAL INFLUENCES IMPACTING ON THE INDUSTRY

The Policy Commission on Farming and Food (the Curry Commission) identified a range of measures to secure the future of agriculture and the rural economy. The British pig industry has already made significant progress towards implementing many of these measures. One of the key challenges laid down was for the industry to work in a greater spirit of co-operation. The pig industry now has the opportunity to work together to achieve lasting progress. However, the most significant challenge for producers, processors and customers is likely to be having the vision and persistence to change from being adversaries in business, to acting and feeling as true partners in a growing and sustainable enterprise.

The Government's stated vision is of an agricultural industry "not dependent on output subsidies to produce safe, nutritious food which contributes positively to consumer choice and the health of the nation". The pig sector already conforms to that market-dependent, customer-focused model. It receives no output-related subsidies; it actively seeks co-operation and inter-linkages down the food chain; and consumer choice and the health benefits of lean pork and pork products have been industry drivers for more than a decade. The industry has been a leader in introducing assured methods of production and the national farm assurance schemes now cover 90% of pig production.

The Government has demonstrated a clear commitment to sign up to a set of sustainable development objectives. Sustainable development is built around the three pillars of economic growth, social inclusion and environmental enhancement. The pig industry has taken steps to adopt these objectives through the development of its sustainable development strategy, the pig welfare strategy and now through the development of a skills strategy.

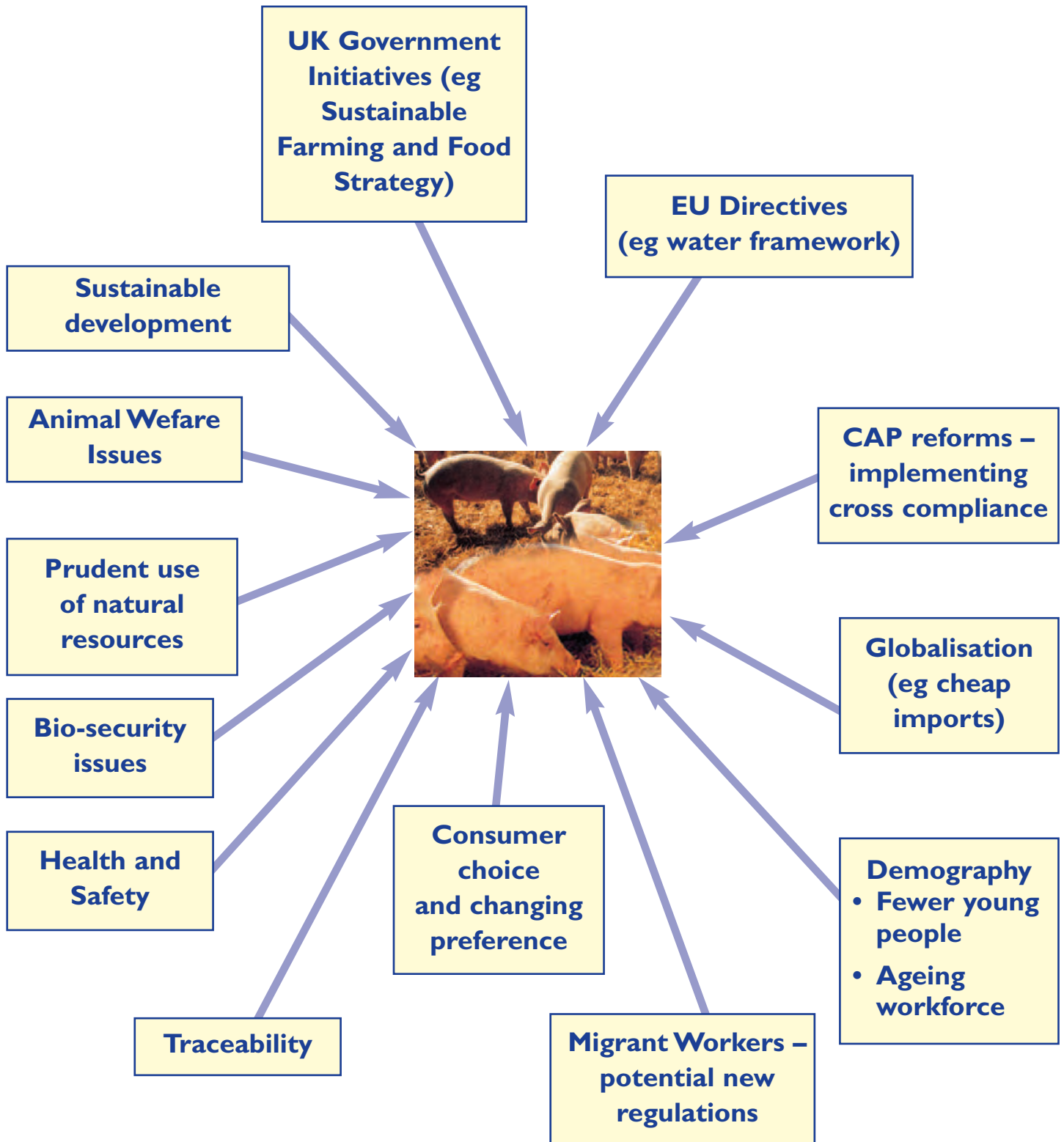
Developing sustainable farming systems will require greater focus on better management of natural resources and the reduction of waste. Developing holistic approaches to food chain production systems will be critical with emphasis on recycling, the efficient use of energy and prudent use of water. The Government's drive for the development of land management practices that yield environmental benefits and enhance landscapes will equally require the pig industry to review operational and production methods.

Changes in demography have an impact on the development of a sustainable pig industry. Rural populations have a demonstrably higher median age and are weighted towards higher age groups. There are fewer young people to enter into the labour market. Replacement demand not only demonstrates a need for the recruitment of new entrants with appropriate skills and experience but also illustrates the requirement for structured and continual professional development within the sector.

Demand for labour has led to an increase in the number of workers sourced from overseas. Whilst many workers have a high level of technical and stockman skills there are often pressures due to language barriers in ensuring safe working practices are adhered to within the workplace. Recent Government thinking with regard to migrant labour controls may have a serious impact on the pig industry and will require close monitoring. It is, however, encouraging to note that LSCs are keen to fund training for migrant workers particularly in the area of Health and Safety and it is to be stressed that the training and development of migrant workers is explicitly included in the Strategy.

The Health and Safety Executive aims to reduce by 20% both the incidence of work related ill health, and ill health to members of the public caused by work activity. It also aims to reduce by 30% the number of work related days lost due to ill health. Safe working practices need to be further improved within the pig industry to comply with this key driver:

External influences impacting on the industry



Bio-security

The arrival in England of two notifiable diseases, Classical Swine Fever and FMD in quick succession in the last five years, has highlighted the importance of erecting barriers at both national and unit level to incoming new diseases. Global movement of people and goods has eroded the good health status that this country derived from its island status; both Government and farming have had to learn some painful lessons. Understanding the importance of preventing incoming disease organisms as well as managing existing endemic ones is of major relevance to pig production efficiency and requires producers to give more focus to the development of stockman awareness of risk, plus the appropriate skills to manage the health of the herd.

Cross Compliance

The major shift in support subsidy from food production to environmental management at first sight is an issue that would seem of little importance for unsubsidised pig producers; this however is not quite the case. Outdoor pig keeping taking place on unsuitable land can quickly impact detrimentally on the surrounding environment if not managed with care; e.g. poor soil management has potential to undermine long term soil structure as well as contaminate water courses. Understanding issues like this and their potential impact on the financial support mechanisms for environmentally sensitive farming will increase in importance for pig operators and their staff.

Traceability

Closing the link between producer and consumer is a key goal for sustainable food production in this country. Faced with the reality of powerful meat buyers increasingly able to source commodity pig meat from a world market, locally grown product has to compete on the grounds of freshness and quality. Persuading consumers increasingly distant from a farming background of the value of local produce requires a clear identity being established for English pig meat; for that identity to have credibility, clear audit trails need to exist from conception to consumption. Farmers and their stockmen are by nature practical people for whom paperwork is anathema; traceability of livestock and meat demands that good record keeping becomes a requirement and not an optional extra. It will be of critical importance that skills are developed in this area if the quality of meat produced is to be reflected in an appropriate financial return from consumers.

Globalisation

The recent extension of the Euro and World Trade Organisation agreements has led to the liberalisation of trade and the development of a global pig meat market. Within such a global market the development of knowledge, skills and human resources is becoming increasingly valuable to companies in their objective of achieving sustainable competitive advantage. Through the establishment and implementation of a relevant, practical and structured training programme, individual companies and the British pig industry as a whole will be able to become more effective at applying the outcomes of investment in Research and Development. This will ensure that the British pig industry successfully secures a future that is competitive on global terms whilst being environmentally sustainable, optimises pig health and welfare and continues to provide superior consumer safety and confidence.

Technology Transfer

The trend in increasing consolidation and growing integrations within the British pig industry in recent years has resulted in increasing correlation between the skills of individuals employed within the industry and the uptake and adoption of new technologies necessary for the industry as a whole to achieve sustainable competitive advantage. For technology transfer to be effective and the investment in research to be maximised it is essential that those

involved in the industry are equipped with the appropriate skills and abilities. Without such competencies, the ability for the British pig sector will be significantly undermined to the detriment of its overall competitiveness and its contribution to society more widely.

CURRENT EDUCATION AND SKILLS POLICY

The proposals within this skills development strategy must be set against a changing policy environment and the implications set out within a range of education and skills initiatives emanating from Government. These set out ambitious plans to improve the skills of young people and adults. Improving the performance of young people within schools and encouraging participation in education up to 19 is seen as critical. In addition the Government has set out participation targets for higher education that mean more young people will progress to higher skills levels. For adults the Government has placed as a priority the need for life long learning to ensure that adults have the opportunity to improve and update their skills during their working lives to close the current workforce skills gap and to respond to the need for a more flexible, highly skilled workforce. To achieve this the Government is working to:

- Improve the skills of young people between the ages of 14-19 years
- Supporting adults to train
- Supporting employers to train
- Review the current qualification frameworks – ensuring qualifications meet business need

Such Government policies align strongly with the pig industry's need and intention to achieve a skilled and sustainable workforce.

In addition to current education policies this strategy must be cognisant of the linkages that should be made to Defra's review of learning and skills and subsequent work programmes being delivered as a consequence. Key areas for industry involvement include the following:

Young people and further/higher education

The Government recognises that if young people gain the right education, training and support in the 14-19 period it will ensure they have the knowledge, skills and attributes needed for adult life. The Government acknowledges the need to raise attainment further, motivate pupils and ensure greater participation in post-16 education through a wider choice of learning routes that are relevant, engaging, good quality and work focused. There is a clear need to improve vocational options so they better reflect employers' needs. In the recent 14-19 White Paper⁷ a proposal to develop work related learning from the age of 14 and the new system of diplomas provides the environmental and land based sector with the opportunity to inform and develop curriculum for this important target group.

Training in work through the apprenticeship scheme has been recognised as an opportunity for individuals to combine employment with structured training. The Government has reformed and expanded the apprenticeship programme. Such apprenticeship reform provides potential for the pig industry to restructure what such apprenticeships contain and how they are delivered to reflect the needs of employers and the location of learners and providers.

The Government recognition of the importance of higher level skills will enable the pig industry to exploit opportunities for continual professional development and management and leadership development and to reinforce the need for knowledge and technology transfer. Sectoral developments such as work based modular foundation degree programmes should enable the industry to base such professional development on recognised standards and incorporate National Occupational Standards developed in conjunction with the industry.

⁷ 14-19 Education and Skills. DfES February 2005.

The age profile of the workforce is changing. By 2015, 55% will be over 40 years of age. There is also a naturally long time lag between changes in skills of young people going through schools and colleges and the impact on the stock of skills in the workforce. It will not be possible to depend solely on an inflow of young people to meet the future skills needs of the industry.

The pig industry has traditionally recruited new starters over the age of 25 as a key source of stock people. There is a clear need to improve and update the skills of the current workforce. Policies for adults therefore focus on supporting employers and employees. Interventions will ensure individuals have the opportunity to progress in terms of employability and career progression, ensure that employers have the workers with the right skills to do their job to a high standard, and the skills of the workforce reflect the changing needs of the economy.

The 2003 Skills Strategy⁸ guarantees: -

- Free tuition for a first full level 2 qualification
- Financial support for higher technician skills or associate professional level in areas of regional or sectoral skills priority
- The trialling of adult learning grants
- Better information and advice on skills, training and qualifications.

The Skills Strategy places employers centre stage in its delivery with the aim of ensuring “the skills the employer needs are the skills the employer gets”. The strategy gives employers greater choice and control over the publicly funded training they receive and how it is delivered.

Central to the strategy are the Sector Skills Councils. Lantra, as the employer-led body for the environmental and land-based sector, is tasked to work with employers to produce a Sector Skills Agreement setting out collective priorities for action on both the demand (employer) side and the supply (delivery) side. It is necessary to consider this skills development strategy for the pig industry in the context of such a developing agreement.

The Skills Strategy noted the importance of ensuring that the supply of training better matches regional needs in order to tackle skills disparities. The development of Regional Skills Partnerships (RSP) co-ordinated by Regional Development Agencies (RDA) and bringing together core partners such as the Learning and Skills Council (LSC) and Job Centre Plus will be the mechanism for determining, on a region by region basis, the priorities for economic development and skills. By 2005 each RSP will have set out a vision on how they will improve regional skills, enterprise and employment needs and how they will stimulate the demand for skills. Government is committed to consider proposals for further integration of planning and funding of adult skills between RDAs and the regional LSC. Within this strengthening regional structure in England, the pig industry will have to articulate with these key government bodies and funding agencies.

As demand for skills increases from employers it must be met by a supply side that can deliver high quality training that employers value. Current reform of the further education sector is underway⁹ to make training providers more responsive to employers. The development of Sector Skills Agreements during 2005/06 will take further steps to reform provision. This presents an opportunity for an employer-led pig training strategy to exert real influence on how training is delivered in the future for the sector.

The most recent White Paper published March 2005¹⁰ proposes a new National Employment Training Programme (NETP). This builds on the employer training pilots which have proved successful by offering free training for employees up to a level 2 qualification, free information advice and guidance in the form of a brokerage service to employers, time paid for employees to train and wage compensation.

⁸ 21st Century Skills: Realising our Potential DfES 2003.

⁹ Success for all: Reforming Further Education and Training. DfES 2002.

¹⁰ Skills: Getting on in business, Getting on at work. DfES, HM Treasury, DTI, DWP. March 2005.

However, whilst the sector welcomes the inclusion of level 3 training within this scheme further discussions will be required to enable uptake by the pig industry who support the introduction of smaller, unit based vocationally related qualifications which may not be currently included in the scheme. The goals set out in this latest paper cannot be met by Government acting alone. Employers, Trade Unions, public agencies, colleges and universities and training providers have all been given a part to play.

The role of agricultural colleges

As with agriculture in general, the agricultural colleges, have, over the past decade seen massive changes and have responded as they saw appropriate. In many cases this has led to a shift in emphasis in the type of education that they offer with many choosing to diversify into areas such as equine, leisure etc. They have responded to the market but this has undoubtedly led to a situation where now many simply do not have the resource to supply a comprehensive turnkey package of training to the pig sector. This has resulted in much misunderstanding amongst producers and in some cases some caution at working with the colleges. It has to be acknowledged, however, that as colleges have only responded to the calls of the market place, (or possibly the lack of calls in some instances), producers should now be making the best of the opportunities to redress that balance and be checking out just what the colleges can offer in delivering the strategy. Initial investigations indicate that there is certainly no lack of will or resources to assist in the delivery of discreet but crucially important elements of the strategy and it is important that industry and the colleges work closely together in this respect. In particular there are excellent examples of colleges reaching out to schools and the rural community to ensure that the industry is up amongst those other industries competing for our young people. Some mapping of the current potential of colleges to assist in the delivery of the strategy should be undertaken.

The review of current qualification frameworks

Integral to the Government's Skills Strategies is the reform of vocational qualifications, in recognition that the qualifications on offer must engage and interest individuals in learning as well as meet the needs of businesses. The Qualifications and Curriculum Authority (QCA) is currently proposing to develop a framework that is responsive to industry need and which encompasses formal and informal learning.¹¹

The NPA have conducted an industry questionnaire to gauge producer attitudes to training and qualifications. The outcome of which has been that the NPA has worked with the NPTC to generate a new suite of qualifications which have been strongly endorsed by the industry through a consultation process. These qualifications meet the desire of Government for qualifications to be industry designed and overcome the problems associated with existing qualifications of being too theoretical and not sufficiently rigorous of operational capability. These qualifications are now formally recognised by QCA.

Employers and learners require a framework that contains flexible, unitised provision that embraces a wider range of learning achievement such as informal or company-specific learning. Challenges set out in the government's skills strategy have led to the proposed 'Framework for Achievement' which aims to introduce a new, flexible, responsive and coherent framework of qualifications for adults. The framework is designed to enhance the currency, recognition and esteem of vocational qualifications. Together with Vocational Qualification (VQ) reform and the introduction of a credit and unitisation framework, these strategies will form the backdrop against which a pig skills strategy will sit.

¹¹ Framework for Achievement. QCA 2004.

In this context, Lantra is researching and developing a framework in which the skills required by individuals and businesses can be recognised. The development of this competence framework will embrace both prior learning and achievement and recognise continual professional development. This may provide a structure on which to base the skills development of the pig industry. This project, currently being supported by Defra may also facilitate the introduction of "Skills Passports" which would aid the pig industry in recognising the skills of new entrants, in particular those new entrants who may be coming from overseas.

Defra's Learning and Skills Knowledge Review

Defra's Learning Skills and Knowledge Review¹² focused on the learning needs of people working in rural areas. One of the main recommendations of the report was to drive up the demand for learning, particularly in those industries facing change. A framework to develop and support continuous professional development, under which evidence of learning and development not only contributes to business success but also can be taken into account by regulators and others seeking evidence of competence and compliance with requirements, is proposed. This is supported by a Lantra-led project to develop and deploy an advocacy campaign that demonstrates the benefits of learning in raising business performance.

Issues that were common to the four industries consulted within the LSK Review (including agricultural livestock) included that new entrants and business start ups across the sector had difficulties accessing provision in its current form, in that level entitlement and publicly funded provision was not appropriate. In addition, specialist trade qualifications, including short courses, which are important within the sector are not always recognised within the supported learning framework. The review cited the need for unitised provision, accredited prior learning (APL) and outreach approaches to learning. Some industries also cited the need to recognise continuous improvement, both individually (CPD) and for the business.

Industry working with Lantra

Lantra's strategic plan outlines the increasing demand for flexible and focused learning that is delivered at a time and place appropriate to the business through bite-sized learning using a blend of established and developing technologies. Such aims and objectives are detailed in Lantra's Agricultural Livestock Industry Action Plan and therefore directly reflect the needs of the pig industry.

All of the strategic objectives centre on the vision that the sector consists of sustainable, innovative businesses that are recognised as critical contributors to the economic, social and environmental wellbeing of the UK economy.

It is clear from the previous sections that the industry-specific drivers of change such as technological advances, globalisation, consumer choice and demand, and changing government policies and legislation align closely with the requirement for skills and recognition of all types of learning, both for new entrants and workforce development. All training and development should be based upon programmes (bite-sized/short courses) aligned with National Occupational Standards (NOS) that are available (geography, time, cost), accessible (through flexible delivery and assessment, if required) and appropriate to meet the needs of the sector.

¹² Learning and Skills Knowledge Review Defra 2004.

CURRENT DELIVERY ISSUES RELATING TO SKILLS DEVELOPMENT

Despite excellent examples of training delivery within several groups of pig producers the current uptake of formal training within the industry is low.

However it is important to highlight the difference between the uptake of 'off-farm courses' (which may or may not lead to accreditation) compared to 'on-farm training provision'. Training has been delivered on-farm as part of the normal work routine by more experienced operators. This type of training goes unmonitored and the problem with this form of training is that it can become the predominant delivery mechanism. Issues related to this form of training are:

- a) There is no consistency of standard of delivery.
- b) In isolation, training is insufficient to reap all the benefits of a skilled workforce.

Related factors, which will affect the success of the programme, include industry image and career opportunities, which in turn link back to accreditation. This is a virtuous circle where improvement of all forms of training provision (on and off-farm both have their place), accessibility of accreditation and correct promotion of the industry all work in favour of delivering a highly skilled and motivated workforce.

Various factors have been identified as affecting uptake, ranging from issues arising from the restructuring of the industry, physical barriers such as rural isolation to a perceived lack of suitable provision.

Current high levels of bio security

Minimising both the risk and impact of diseases upon individual pig enterprises has always been a major priority within the industry. The latest incidences of diseases, such as PMWS, coupled with reduced profitability have forced the industry to pay even greater regard to the implementation of strict bio-security measures. This has necessarily affected the way many businesses operate and has greatly reduced the amount of travel between different farms and production sites. The additional attention that has had to be paid to bio-security has weakened the resolve of many producers to develop or to train their staff.

As a result this has meant that trainees are restricted in their movements to and from other units and training facilities and in meeting with other trainees due to the risk of cross contamination. Similarly, trainees are restricted from taking part in externally delivered training where there is a risk of meeting with others from the industry. Likewise providers of learning, instructors and assessors have similar issues to face when they wish to visit trainees to conduct training sessions in a work based situation.

However, whilst it is acknowledged that bio-security can act as a barrier, anecdotal evidence would suggest that there is a growing willingness to "make systems work" amongst discreet groups of producers so that all may ultimately benefit - but with risk being carefully managed and reduced to a minimum. Producers will be encouraged to review their bio-security policies with regard to training and the potential benefits that can accrue from a carefully risk managed bio-security policy.

Timing and location of training

Due to the nature of the industry most production units are located in rural locations. This remoteness means there are additional issues for trainees or trainers in terms of travel, time and cost. Likewise, because the industry is spread over a large geographical area it is difficult to get a large number of trainees requiring the same training within the same geographical area.

Business infrastructure

Historically the industry was made up of smaller businesses with the proprietor working with the pigs and staff. Leaving the business to undertake skills development was a key issue. Increasingly, due to industry restructuring there are more integrated units working with contracted associates but the economic pressures have forced producers to reduce cost and one of the results of this has been the increase of the pig to worker ratio. A knock on effect of this has been that it is now increasingly difficult to release workers for training and development.

Low up-take of formal qualifications and frameworks

The take-up of recognised qualifications within the pig industry is very low. Factors affecting uptake include areas around the delivery of the qualification and the current assessment processes, which are often seen as bureaucratic with concerns over the high reliance on written work and evidence collection. Particularly in relation to professional development many accredited qualifications are perceived to be too large and do not have the flexibility to meet the changing needs of the industry when specifically required.

Because of this many skilled and talented stockpersons do not receive the recognition for their skills and abilities and many producers and potential trainees feel qualifications are not relevant and do not equip them to work within the industry.

Failure to recognise the business benefits of training

Too often training is seen as a cost to the business with employers not realising the link between business development and skills development. Skills development must be “sold “ as an integral part of any business development programme where the benefits of staff development can clearly be demonstrated to outweigh the costs.

Funding issues

One of the main factors affecting the uptake of training and skills development is cost. It has been highlighted that much of the training need is for those outside of the scope of the Learning and Skills Council and the Modern Apprenticeship Scheme, because they are over 25 years of age. Some training providers and colleges have other funding provision such as Vocational Training Scheme or European Social Fund, but this can be restrictive in relationship to the type of trainee or their geographic location.

It is also noted that this funding generally only covers the cost of the training provision (in some situations a percentage of it) but does not cover the bigger issue of the cost to release a person for training.

VISION FOR THE INDUSTRY AND ITS WORKFORCE

‘A progressive industry that is recognised and rewarded, as a leader in stockmanship, technology and business skills.’

OBJECTIVES OF THE STRATEGY

The objectives of this strategy are clearly focused on improving the business competitiveness and productivity of the pig industry within England by reducing the current skills deficit within the industry.

They are designed to address the clear wish of key employers within the pig industry to raise the standards and skills levels and to improve the training and development opportunities of both those about to enter and those already within the industry. Increasing opportunities to gain accreditation for learning undertaken, better access to relevant qualifications and robust continual professional development opportunities will not only enhance career options within the industry but will also take steps to address the current negative image of the pig sector.

This strategy will seek to deliver the following objectives:

Objective 1

Develop a skills and qualification structure that is relevant to industry needs and accessible at all levels and flexible in structure.

- Ensure that both training materials are referenced to the appropriate Certificates of Competence at that level at which the training is aimed and accreditation is progressively updated and relevant in line with industry development.
- Integrate technology and knowledge transfer into the system of delivery.
- Develop delivery and assessment systems that overcome barriers to access and uptake as identified in earlier section.
- Ensure that there are enough trainers available to deliver the anticipated increased demand for training and development by investing in “training the trainers”.
- Both IT training and the use of IT in delivering training will be investigated and use should be made of existing IT resources such as the highly recommended BPEX “Pig Enterprise” 1 and 2 CDROMs. Consideration should be given to updating these volumes and re-launching them as indispensable support material.
- Communications will be a key element in promoting and delivering not only this strategy but also the output of the BPEX R&D and Knowledge Transfer initiatives. Serious consideration must be given to explore the role that IT can play in optimising these communications.
- Review current funding arrangements to facilitate uptake for industry approved skills development through efficient delivery systems.
- Look at mechanisms to recognise non-accredited learning.

Objective 2

Provide and promote an attractive environment for a progressive career in the pig industry.

- Exploring opportunities for education, business links and work related learning opportunities within the 14-19 curriculum
- Develop enhanced work based learning opportunities
- Produce a clear career structure with transparent development pathways
- Develop industry champions to promote the industry to potential recruits
- Develop case study material to support careers work
- Ensure careers information advice and guidance services for all ages have appropriate and relevant information about opportunities within the sector
- Develop opportunities to undertake continual professional development within the industry by establishing mechanisms for accreditation of prior learning and to recognise formally continual professional development

Objective 3

The promotion of skills development as being central to business improvement.

- To develop support for the establishment of training needs
- Promote concepts such as 'Investor in People' through encouraging businesses to develop structured training plans
- Encourage employers to invest in the skills development of themselves and their staff by demonstrating the business benefits of training through industry champions. The concept of ¹Continuous Professional Development will explicitly include training in and development of management skills
- Encourage wider usage of National Occupational Standards as business tools for the industry
- Promote the uptake of skills development to address existing skill gaps within the industry
- Explore resource opportunities to deliver effective development within the sector
- Reward the increasing demonstration of competency through linking to other industry schemes (e.g. frequency of assurance inspection visits/other regulatory impacts/insurance premiums levels)

¹Continuous Professional Development (CPD) within the context of this strategy has the aim of **increasing value through learning – to both individuals and businesses** and may be defined as:

The ongoing enhancement of an individual's skills and knowledge in relation to their job role and profession. Development can be achieved via a range of activities including gaining qualifications and awards, attending workshops and seminars, personal study and information gathering, knowledge transfer and practitioner's guidance. Activities are recorded against a business competency framework and provide evidence of the individual's ongoing learning and skills enhancement

TOWARDS IMPLEMENTATION

Ownership through Partnership

The strategy identifies three objectives that will need to be addressed in a coherent and joint approach. The strategy recognises that delivery of the strategic vision and objectives can only be achieved through a number of key stakeholders working in partnership.

Lantra, Defra, British Pig Executive, National Pig Association and Agskills have developed this strategy; however the aspiration is for a wider group of partners to embrace the implementation of the finalised strategy. Such partners may include but not be limited to:

- Industry - Individual Producers, National Pig Association, British Pig Executive
- Learning Skills Council
- Higher Educational Funding Council for England
- Vocational Training Scheme
- Regional Development Agencies
- Business Links
- Rural Renaissance
- Department for Education and Skills
- Department for Environment, Food and Rural Affairs
- European Union Social Fund

The strategy partners in the light of feedback from the consultation process will develop a detailed implementation plan. Furthermore, because of the fundamental support that the strategy offers to other industry initiatives, a formal link will be sought with BPEX to ensure that there is a collaborative and cohesive approach to delivering both the strategy and other relevant industry initiatives.

The initial steps in developing a framework to deliver the strategy will be as follows:

September, 2005	Establishment of a Strategy Implementation Group
September, 2005	Approval of Industry Certificates of Competence
April, 2006	To work with Lantra SSC to ensure the issues regarding training provision and funding for the pig industry are highlighted within the Sector Skills Agreement – a key component in shaping the policy for skills development within the UK
June, 2006	Development of a suitable framework and identification of funding to deliver continuous professional development and training for the pig industry

Delivery of Objectives

The broad focus of the strategy will be:

- **Developing skills**, relating to developing CPD programmes, professional standards, competency frameworks and accreditation that are fit for purpose.
- **Increasing capacity**, identifying and highlighting transferable skills; promoting careers and opportunities into the 14-19 curriculum and support for business development.

More specifically the strategy identifies three core strategic objectives and associated tasks linked to these objectives.

A matrix is presented below outlining the task linked to the delivery of the three core objectives and the timescale for the completion of these tasks in terms of short (year 1), medium (year 3) and long term (year 5) tasks. The matrix also indicates some of the potential strategic partners that might participate in the delivery of these tasks.

Objective 1

Develop a training and qualification structure that is relevant to industry needs and accessible at all levels and flexible in structure.

Recommendations	Timescale	Who needs to be involved
Ensure that both training materials and accreditation are progressively updated and relevant in line with industry development	Ongoing with some short term goals	Awarding Bodies; Lantra; Industry/trade representative organisations; Training providers
Integrate technology and knowledge transfer into the system of delivery wherever possible	Medium Term	Training providers; Industry/trade representative organisations;
Develop delivery and assessment systems that overcome barriers to access and uptake as identified in earlier section	Short Term	Training providers; Lantra; Employers; awarding bodies; QCA
Review current funding arrangements to facilitate uptake for industry approved skills development through efficient delivery systems	Short Term	Lantra; National Learning and Skills Council; Local Learning and Skills Councils;
Look at mechanisms to recognise non-accredited learning	Medium/Long Term	Lantra; Defra;

Objective 2

Provide and promote an attractive environment for a progressive career in the pig industry.

Recommendations	Timescale	Who needs to be involved
Exploring opportunities for education and business links and work related learning opportunities within the 14-19 curriculum	Medium Term	Lantra; QCA; Schools; What is the collective for those who teach teachers – Teacher Training Agency; Connexions Employers
Develop enhanced work based learning opportunities	Medium Term	Lantra; employers; education business partnerships; Connexions
Produce a clear career structure with transparent development pathways	Short Term	Lantra; Employers
Develop industry champions to promote the industry to potential recruits	Medium Term	Industry/trade representative organisations; Lantra; Education business partnerships
Develop case study material to support careers work	Short Term	Industry/trade representative organisations; Lantra;
Ensure careers information advice and guidance services for all ages have appropriate and relevant information about opportunities within the sector	Medium Term	Lantra; Connexions; Job Centre+; DfES
Develop opportunities to undertake continual professional development within the industry by establishing mechanisms for accreditation of prior learning and to recognise formally continual professional development	Medium Term	Employers; Lantra; Defra; QCA

Objective 3

The promotion of skills development as being central to business improvement.

Recommendations	Timescale	Who needs to be involved
To develop support for the establishment of training needs	Short Term	Local Learning and Skills Council; Job Centre +; Lantra; RDA/Business Link brokerage
Promote concepts such as 'Investor in People' through encouraging business to develop structured training plans	Medium Term	Lantra working with liPUK; Regional Quality Centres; Local Learning and Skills Council; RDA /business links
Encourage employers to invest in the skills development of themselves and their staff by demonstrating the business benefits of training through industry champions	Short Term	Industry/trade representative organisations; Lantra; trade press and journals;
Encourage wider usage of National Occupational Standards as business tools for the industry	Medium Term	Industry/trade representative organisations; Lantra
Promote the uptake of skills development to address existing skill gaps within the industry	Short Term	Industry/trade representative organisations; Lantra
Explore resource opportunities to deliver effective development within the sector	Short Term	Industry/trade representative organisations; Lantra; Local Learning and Skills Council; Job Centre +(via Regional Skills Partnership) Defra
Reward the increasing demonstration of competency through linking to other industry schemes (e.g. frequency of assurance inspection visits/other regulatory impacts/insurance premiums levels)	Medium Term	Defra; Industry/trade representative organisations

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Glossary of Acronyms

ADER	Agricultural Development in the Eastern Region
APL	Accredited Prior Learning
BPEX	British Pig Executive
CPD	Continuous Professional Development
DEFRA	Department for Environment, Food, and Rural Affairs
DfES	Department for Skills and Education
FMD	Foot and Mouth Disease
LSC	Learning and Skills Council
LSK	Learning Skills and Knowledge Review
MLC	Meat and Livestock Commission
NETP	National Employment and Training Programme
NPA	National Pig Association
NOS	National Occupational Standards
NVQ	National Vocational Qualification
PDNS	Porcine Dermatitis and Nephropathy Syndrome
PMWS	Post-Weaning Multisystemic Wasting Syndrome
QCA	Qualifications and Curriculum Authority
RSP	Regional Skills Partnership
RDA	Regional Development Agency
VQ	Vocational Qualification
VTs	Vocational Training Scheme
ZAP	Zoonoses Action Plan

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STRATEGY FOR CONTINUOUS PROFESSIONAL DEVELOPMENT WITHIN THE PIG INDUSTRY IN ENGLAND