

The Institute for Agriculture and Horticulture

2021 - 2026 Strategic Plan



Contents

1. Introduction
2. Executive summary
3. Strategic outcomes
4. Background
5. The Institute for Agriculture and Horticulture
6. Collaboration and partnership
7. References

Chair's introduction

Welcome to The Institute for Agriculture and Horticulture's (TIAH) first strategic plan.

This document sets out the path the new institute will follow over the coming five years, as we aspire to grow from a ground-breaking, newly established entity to become recognised by those in the industry, and the wider public, as the home of skills, careers and professionalism in agriculture and horticulture. TIAH will help individuals to fulfil their true potential.

TIAH's development is the culmination of more than a decade of effort by many across the industry who share the fundamental belief that nothing is more critical to farming's success than ensuring that those who work

in it are ambitious and skilled. As agriculture and horticulture undergoes great change, farmers and growers are seeking to ensure their businesses are productive and profitable while protecting and enhancing the environment. A suitably skilled workforce, whose professional approach can be properly demonstrated and readily recognised, has never been more crucial.

The demands being placed on the industry, and the range of skills required to meet those demands, can be daunting. TIAH will help farmers and growers successfully navigate this new landscape by promoting and recording all aspects of training, lifelong learning and attracting new talent so they, and their employees, have the necessary skills for success.

David Fursdon
TIAH Chair





Executive summary

As the home of skills, careers and professionalism in agriculture and horticulture, TIAH's ambition is to provide an innovative framework to recognise and continuously develop a skilled industry workforce; to inspire and change attitudes towards people development; and to encourage lifelong learning for all to prepare farmers and growers for a new world.

In the UK, and around the world, agriculture and horticulture is facing significant challenges. Our industry has recognised that it must undergo transformation to adapt to today's political, environmental, technological, and social changes to secure a prosperous future for its workers and provide nutritious, accessible food for all.

Underpinning the sector's ability to respond to these pressures will be a workforce with the right skills, that matches those of our international competitors. We need people with wide ranging agricultural, business, scientific and technical abilities to drive innovation and improve business management. Many of the skills required now and in the future are different to those needed in the past.

Development of commercial business skills, improved understanding of domestic and global markets and the ability to be competitive will be key to the industry's future success. Improved knowledge and skills in environmental practices, and investment in appropriate

technologies, will help farmers to balance profitable production and environmental protection post-subsidy, regardless of business size.

As well as supporting the existing workforce in recognising the value of and obtaining the required skills, factors including age demographics and fewer available international workers mean the industry also needs to attract new talent from within the UK.

This will involve raising awareness and changing perceptions about the huge variety of rewarding and

exciting career opportunities in agriculture and horticulture. It will also require a co-ordinated approach to gathering information about the industry's skills needs, so the right training is delivered, and gaps can be filled. TIAH will achieve these aspirations via five strategic outcomes: [See next page](#)

Strategic outcomes 2021-2026

Recognition

An industry able to demonstrate its professional standards and abilities



01

02



Structure

Professional framework, supported by labour market information and capable of informing qualification and CPD development

Opportunity

Recognised source of career information and progression opportunities



03

04



Delivery

Professional institute that delivers transformational change for the industry

Sustainability

Established business model that ensures TIAH is self-sufficient



05

Background

Building a skilled workforce in agriculture and horticulture is one of the greatest opportunities of our time. It is key to unlocking the potential of our markets, adopting technological improvements and protecting the environment for future generations. To meet this challenge, we need to be ambitious about developing our people. This means taking a more structured and agile approach to lifelong learning.

The agriculture and horticulture sectors make an important contribution to UK employment and the economy:

£8bn

Generated value added of £8bn (0.5% of the UK economy)

72%

Use 72% of UK land

1/2m

Employ almost half a million people (1.5% of the total UK workforce)

£112bn

Are key parts of the wider food & drink value chain, which generated £112bn (6.5% of the total)

Yet despite this, our industry has a relatively poor record of skills engagement, not only in comparison to other industries in the UK, but to other international agricultural sectors.

The next decade is set to see an unprecedented pace of change, incremental changes at this stage are not sufficient to adapt to all the changes on the horizon.

The UK produces around half of the food it consumes – slowing productivity and insufficient investment may lead to an increased reliance on exports, resulting in higher food prices for British consumers especially and potentially offshoring our environmental impact.

Farmer and growers have shown great resilience in the past but, as industry adapts to a new era, support and collaboration is required to develop our key asset - its people.

A step change in the way we make available and embrace lifelong learning is required. Isolated initiatives are not as effective as a collaborative effort. The industry has come together to recognise the need for a body such as TIAH to support all workers regardless of the size of business they work for.

TIAH is a ground-breaking body, which will:

- Encompass all parts of professional recognition and lifelong learning, supporting the industry from recruitment through to retirement
- Simplify access to relevant opportunities for all, and provide recognition for participation
- Promote collaboration, bringing together the excellent initiatives already developed, so the impact on industry is greater than the sum of its parts

TIAH's values

In everything we do, we are committed to operating in line with our core values



Inclusive

Working collaboratively across all disciplines to build a sense of belonging.



Evidence-based

Provide easy access to a centralised wealth of industry knowledge and experience.



Dynamic

We have a clear and tangible ambition to shape the future of the industry using a world class innovative approach to all we do.

The Institute for Agriculture and Horticulture

Recognising the size of the challenge we face, TIAH is being established with support from industry and Defra.

Our initial scope is England but we are engaging with the devolved nations to encourage future collaboration and participation.

Our scope is limited to those involved in pre-farm gate agriculture and horticulture, although it is clear some of the competencies we are developing will be transferable to other sectors, including the ancillary trade.

TIAH's board currently comprises eight experts from the agriculture and horticulture industry and beyond.

TIAH will never be run in isolation. Numerous professional organisations have contributed to its development. We are pleased that more than 25 of these organisations are active participants of the TIAH Consultation Group, together

with the TIAH Working Groups on the Professional Framework & Continuing Professional Development, and Careers & Apprenticeships.

This strong representation from industry, academia, and government will continue to be built upon to enable TIAH to be fit for purpose, continue to collaborate to prevent duplication of activity and, ultimately, increase impact for all involved.

'....., the government will contribute towards the establishment of a new professional body, The Institute for Agriculture and Horticulture. This will be the home of professional development and training for the agriculture and horticulture industry in England.'

**Agricultural Transition Plan 2021 - 2024
Defra 2020**

Our vision

To improve agriculture and horticulture for the benefit of the public at large by the provision of education, training, advice, and information for people working in agriculture and horticulture.

Our way

Dedicated to inspiring people to recognise and embrace UK agriculture and horticulture's potential through collaboration and continuous development. Comprehensive knowledge, connections, and support for individuals to benefit business, the wider industry, and the environment.

Our aims

TIAH will inform, inspire and coordinate the industry's approach to skills to:

- Embed a culture of lifelong learning and continuing professional development
- Drive greater uptake of training
- Promote agriculture and horticulture as a progressive, professional, and exciting career choice

To achieve these aims, TIAH commits to:

- Building on the current strong collaborative partnership working with relevant industry stakeholders, including with government departments
- Establishing a cutting-edge online platform to bring information easily to farmers and growers which is directly relevant to them and which will provide valuable

usage data

- Undertaking labour market research, establishing and maintaining labour market information (LMI) to inform future labour and training needs
- Providing a platform and working with partners to encourage and support networking across the industry i.e. matching mentors, tenancy opportunities, joint ventures etc.
- Engaging with a range of communities and initiatives to attract and support a diverse range of people ensuring the industry can attract the right skills to maintain progress

Careers information

TIAH will provide information on the roles available in farming, progression options and skills required. The information will be available to all those interested in the sector, new and experienced.

Professional framework

TIAH will set up an independent professional framework of competencies based on job roles and ensure future training is more employer-led. It will map and signpost appropriately.

Support

TIAH will provide independent records and collation of personal achievements which can be used to demonstrate compliance. This will simplify audits and record keeping across the industry.

Governance

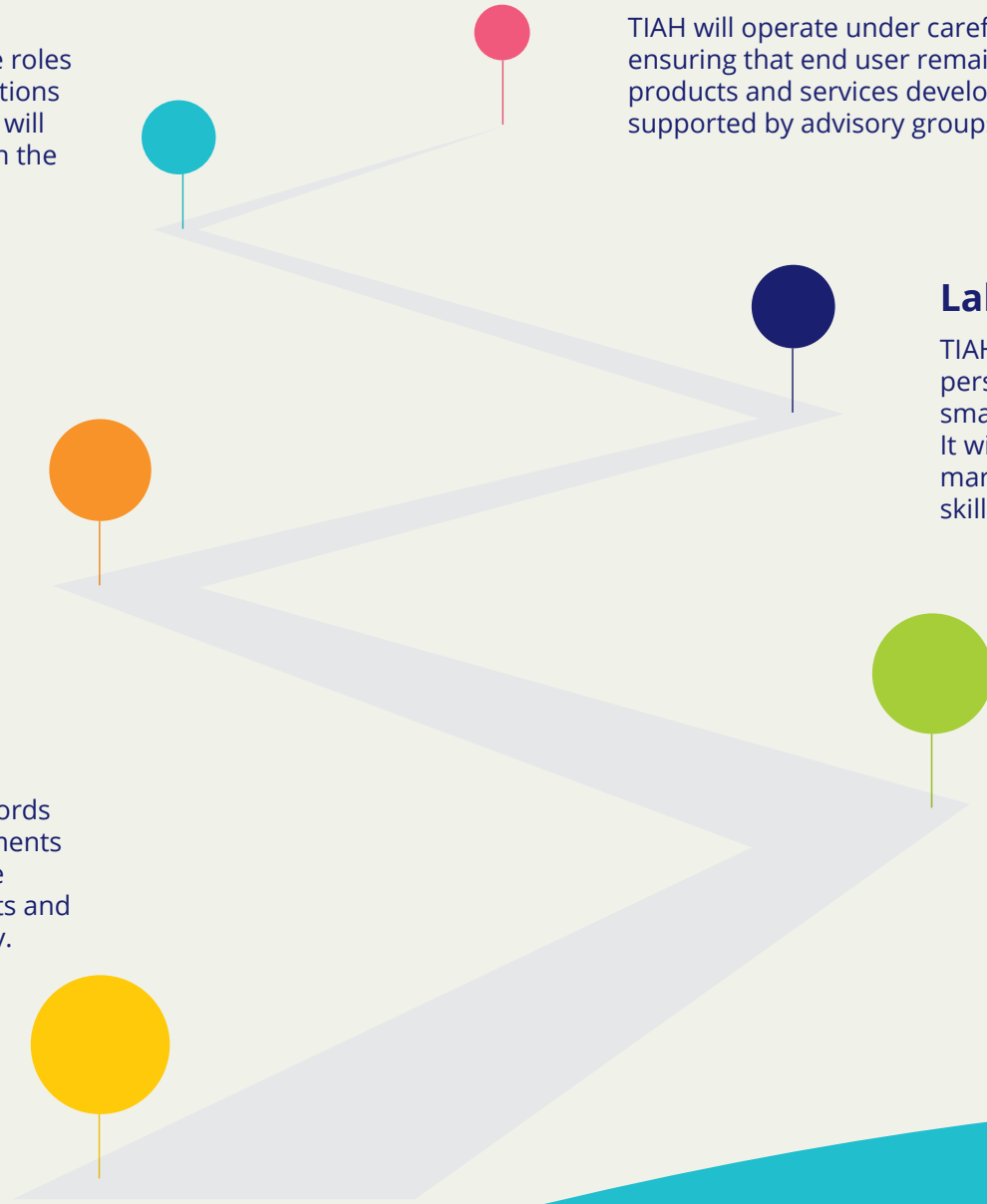
TIAH will operate under careful governance, ensuring that end user remains the key focus of the products and services developed via TIAH. A board, supported by advisory groups will support this.

Labour market information

TIAH will provide access to HR and personnel development support to small and medium sized businesses. It will collate reliable data on the labour market, workforce requirements and skills shortages.

Signposting

TIAH will act as a co-ordinating force, ensuring that up-to-date knowledge of policy and regulations, as well as new and innovative farming and growing practices, are disseminated throughout the industry.





Skills for success: Karen Halton

Name: Karen Halton

Location: Cheshire

What do you do?

I run a 550-acre, 530-cow dairy farm in partnership with my husband, Tom. I'm very hands on and get involved in multiple aspects of the business, from the practical, like overseeing the young stock rearing, to dealing with management and HR.

Describe your career path so far:

I had a successful career in legal recruitment before marrying into dairy farming. I had to win quite a few hearts and minds as a newcomer to farming but I stayed true to who I was, learned as much as I could by asking lots of questions and brought my management and business knowledge into the farm business which helped it grow. I was very proud to be named 2020's Dairy Industry Woman of the Year.

What is the best part about your job?

I absolutely love farming – we are creating a fantastic, nutritious food, and it is such a privilege to have a duty of care to the land we look after.

What training have you needed to successfully follow this path?

I never sat on my laurels and worked hard to learn as much as I could about dairy farming every day by speaking to farmers, vets and other experts. But I have also brought the business skills I gained in my former career and Tom would agree with me that without that, we wouldn't have progressed half as much, or had the profile that we do today.

What are your future career and training aspirations?

I am always learning new things. Our new milk delivery business has been an exciting learning process and has involved developing new skills, such as learning about software packages as we built a bespoke online ordering service and an app for our delivery drivers. I am not sure what my next challenge will be but I'll seize it with enthusiasm.

What advice would you give to others looking to follow a path into farming?

I am very passionate about new, younger talent coming into the industry and would encourage younger people to consider farming as a really rewarding career option. I would also encourage those in the industry to promote and develop those people - not just in terms of qualifications but in the people and 'life' skills too.



Strategic outcomes

Our strategic outcomes will focus on where we can have the greatest impact in attracting new talent and developing a professional agricultural and horticultural workforce.



Our vision



Recognition

Farmers and growers have a demonstrable record of continuous development which validates the skills required to be successful in farming and horticulture.



Structure

All qualifications and CPD available to farmers and growers incorporates the latest thinking around technology and science to ensure all development opportunities will help individuals and businesses succeed.



Opportunity

Published career opportunities, highlighting the variety of options available, to attract a diverse workforce that will deliver a sustainable business capable of supporting the environment, while producing nutritious food and quality products.



Delivery

Professional institute for agriculture and horticulture based on an integrated, state-of-the-art online service available to all members¹, provide thought leadership and support the industry to identify, recommend and record professional development.



Sustainability

Fully sustainable business model that commands sufficient membership income to maintain, refine and develop its services, keeping pace with industry requirements.

¹ Initial scope of TIAH cover pre-farm gate agricultural and horticultural workers



Skills for success: Flavian Obiero

Name: Flavian Obiero

Location: East Sussex

What do you do?

Manage Plumpton College's 130-sow pig unit which produces and finishes more than 2,000 pigs a year.

Describe your career path so far:

After school I applied for an Animal Science degree. Due to my lack of experience in animal work, I arranged a week's work experience on a farm in Hampshire and ended up doing a gap year there and realised I wanted to work in farming. After university, I spent three years as pig unit assistant manager at Plumpton College, where I improved my stockmanship and management skills. I then spent 18 months as commercial assistant for a feed company in Kent before returning to the college, having successfully applied for the role of pig unit manager.

What is the best part about your job?

Being able to bring animals into the world and see them grow from piglets through to finishing. It gives me a great sense of satisfaction.

What training have you needed to successfully follow this path?

Working at the feed company was invaluable in allowing me to progress to get the job I have now. I wanted to learn something different about the industry away from the actual farming side but not being too far removed from it. Skills I learned, like attention to detail and organisation, were seamlessly transferable to farming.

What are your future career and training/CPD aspirations?

To set up my own farm and potentially have a food venture. I am studying for a Masters in Livestock Health & Production to gain the additional knowledge to make this a success. Alongside the academic studies, I want to learn butchery and charcuterie and will also do some business management modules in future to help manage my business.

What advice you would give to others in a similar situation to you?

Stick to your lane – everyone has their own career plan and moves at a different speed to achieve their goals. If you know what you want to do, keep moving forward and don't be put off or distracted by what others are doing.



Collaboration and partnership

TIAH's aspirations will be far more achievable if delivered by working in partnership with stakeholders across the sector.

Only by this industry-wide collaboration and coordination can we deliver our shared vision to help individuals achieve their personal goals and ambitions.



Skills for success: Will Oliver

Name: Will Oliver

Location: Leicestershire

What do you do?

I'm a 4th generation farmer, running a 2000-acre arable farm, with a 180,000-broiler unit, with my dad and younger brother. We are heavily diversified – we also have solar panels, a livery yard, an industrial unit, a fishing lake and a quarry.

Describe your career path so far:

I did a degree in agriculture and horticulture with crop management at Harper Adams University. I then did a placement year on a potato and onion farm in Essex, followed by four months in New Zealand with a farm business also growing potatoes and onions.

What is the best part about your job?

Definitely the variation – there is always something interesting and challenging to do!

What training have you needed to successfully follow this path?

Doing my BASIS and FACTS qualifications, combined with 18 months shadowing our agronomy consultant allowed me to take over the role when he moved on. My dad and I agreed to take that step because I wanted to continue my professional development, and it has helped us cut costs on the farm too. I have also recently done my Poultry Passport training, which has a big focus on Health & Safety, an area we are strict about keeping on top of. As one of the world's most dangerous industries, good co-ordination of relevant training is essential – it would be helpful if organisations like TIAH could develop a database of available training.

What are your future career and training/CPD aspirations?

I have just become a member of the Institute of Agricultural Management which is a really good way of making contacts and accessing opportunities. I would also like to do a Nuffield Scholarship in the future.

What advice you would give to others in a similar situation to you?

I'd say not to hold back when it comes to developing your skills and experience – sometimes you might think you're not good enough or clever enough – just throw yourself into it! You're always likely to meet someone in a similar position, expand your network and gain new knowledge.





www.tiah.org