



**Agribusiness 2018**

**Taking a lead in Agri-Food  
Policy post-Brexit**

**Managing the  
availability of  
workers in a post  
Brexit economy -  
fact or fiction?**

**David Camp**

*Chief Executive*

Association of Labour  
Providers





**Managing the availability of  
workers in a post Brexit economy**

**AIC Conference 2017**

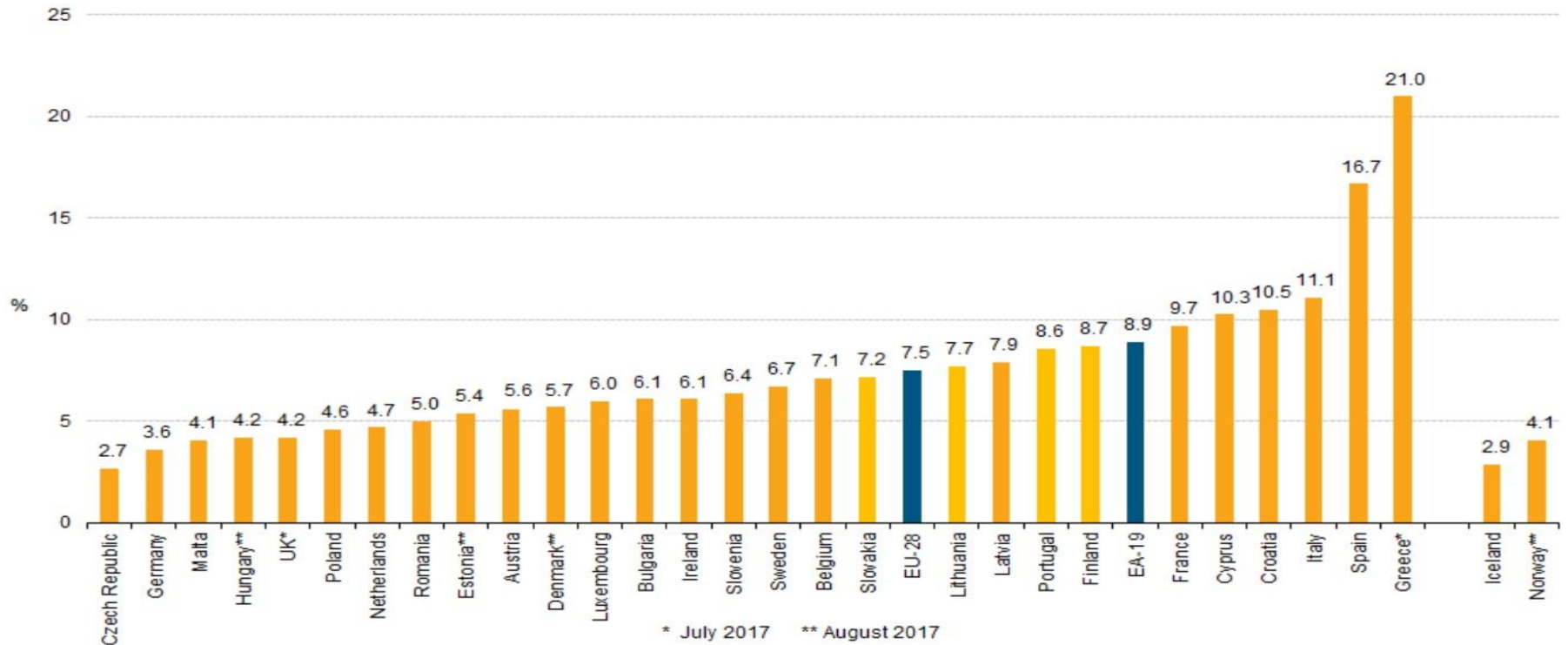
# National Fruit Show - October 2014

## NFU regional director William White



**“...labour may rival weather as the biggest challenge to growers in the future.”**

# The Perfect Storm – Labour Demand

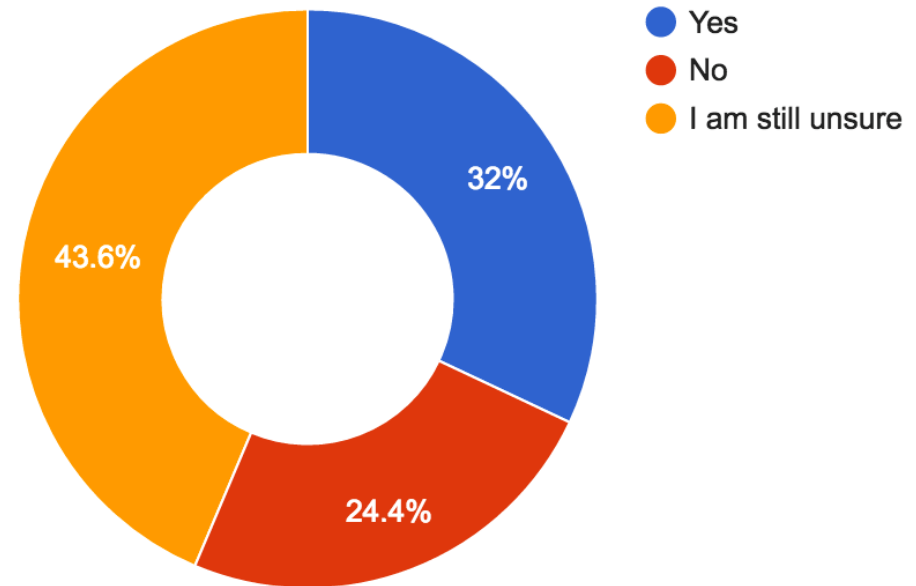


- UK unemployment 4.3% – lowest since 1975
- EU unemployment falling – Germany 3.6%, Poland 4.6%, Romania 5%

# The Perfect Storm – Labour Supply

- Near UK full employment
- Regular, easier, better paid work available
- Rising EU pay and work availability increasing competition for labour
- No new labour markets
- Devalued £ on wages
- Brexit effect on workers
- Negative press stories

Are you planning to leave the UK as a result of Brexit?





# Environment Food and Rural Affairs

Department  
for Environment  
Food & Rural Affairs

## Committee Report – “Feeding the nation: labour constraints” – April 2017

1. **“We do not share the confidence of the Government that the sector does not have a problem: on the contrary, evidence submitted to this inquiry suggests the current problem is in danger of becoming a crisis if urgent measures are not taken to fill the gaps in labour supply.”**
2. **It is apparent that the statistics used by the Government are unable to provide a proper indication of agriculture’s labour needs.**
3. **It is vital that the labour supply available to the agriculture and horticulture sectors does not suddenly dry up ...following the UK’s exit from the EU.**



# 2017 Season

Brexit and the coming food crisis: 'If you can't feed a country, you haven't got a country'

Britain's food production depends on seasonal migrant labour from the EU. What will happen to those workers after Brexit? And how will it change the industry?



## Labour Supply and Quality down

- 48% report labour supply down on 2016 (22% up)
- 30% of LPs not able to source and supply sufficient workers for 2017 late summer
- 50% say the quality of workers is worse than 12 months ago. Less than 10% say that it is better

# 2017 Season

## Cost of Labour Up

- Over 40% of LPs report clients had increased wages to attract workers
- 2/3 LPs have had to invest more into sourcing workers increasing the cost of labour
- Plus NLW increases, apprenticeship levy and Pension Auto Enrolment

### **Berry prices 'could soar' over labour fears**

Major new report spells out the dangers of falling production and skyrocketing prices if a new labour scheme is not introduced

**T**he price of soft fruit could skyrocket if the government doesn't take action to address an impending labour crisis, a major new report has claimed.

The study, commissioned by British Summer Fruits and written by John Pelham of Andersons, charts the current trajectory of the industry over the next three years and possible scenarios if growers cannot find sufficient seasonal labour. It has been circulated to all the major supermarkets, civil servants, secretaries of state at Defra and the Home Office as well as extensively in the national media.





# 2018 Season Will be much worse

- Supply and quality continue to fall as employment levels rise throughout EU and UK less of a country of choice
- 45% of LPs expect not to be able to source and supply sufficient workers for the 2017 Christmas peak

“It is pretty clear that we are facing a complete trainwreck of a season next year. This season was hard, but 2018 will be a completely different ball game”.



The image is a screenshot of a BBC News article. At the top, the BBC logo is visible on the left, and navigation links for 'Sign in', 'News', 'Sport', 'Weather', 'iPlayer', 'TV', and 'Radio' are on the right. Below this is a red header with the word 'NEWS' in white. Underneath the header is a navigation bar with links for 'Home', 'UK', 'World', 'Business', 'Politics', 'Tech', 'Science', 'Health', 'Education', and 'Entertainment'. The 'Business' link is highlighted. Below the navigation bar, the article title 'Fruit and veg farmers facing migrant labour shortages' is displayed in a large, bold font. The author's name, 'By Emma Simpson', and her title, 'Business correspondent, BBC News', are listed below the title. The date and time, '22 June 2017', and the category 'Business' are shown on the left. On the right, there are social media sharing icons for Facebook, Twitter, LinkedIn, Email, and a 'Share' button. Below the text is a video player showing a close-up of ripe strawberries hanging from a vine. A play button icon is visible in the bottom left corner of the video player. At the bottom of the video player, there is a caption: 'Fruit farmers are finding it hard to recruit pickers'.

# Action at a political level

**“Brexit must mean control of the number of people who come to Britain from Europe. And that is what we will deliver.”**

**May says food & drink's 117,000 EU workers can stay**



Theresa May proposed to safeguard the rights of EU nationals living in the UK (Flickr/Number 10)

- **During EU exit negotiations, Home Office not in debate about future immigration policy**
- **Current EU workers will stay**
- **Evidence based "selective approach" based on the UK's economic and social needs.**
- **Seasonal workers and sector based schemes**
- **Intense political pressure to limit low skilled immigration**

# Immigration – Public Opinion

- 86% want high-skilled EU migration to stay at the same level as now or increase, however
- 64% say they would like low-skilled EU immigration numbers reduced
- 63% agree that ‘The government should replace the net migration target with separate targets for different types of immigration, like skilled and low-skilled workers.’
- 63% would prefer the number of fruit pickers coming to Britain to increase or stay the same



Unskilled migrants should be stopped from moving to Britain for five years to help reduce net migration, a report by a pro-Brexit group has said.

# Action at a political level

- Government commissioned the Migration Advisory Committee (MAC) to advise on the economic and social impacts of the UK's exit from the European Union and on how the UK's immigration system should be aligned with a modern industrial strategy.
- MAC approach is based on maximising the “total welfare of the resident population” rather than whether immigration is good or bad for business.
- Deadline of September 2018 for the MAC to report back.







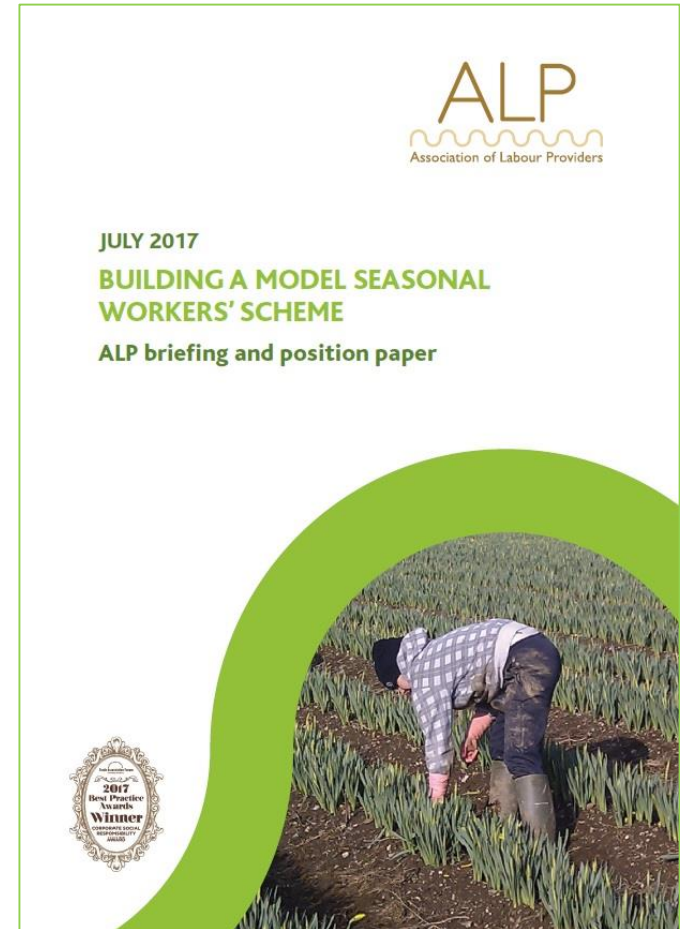
Department  
for Environment  
Food & Rural Affairs

# The Industry Challenge to Defra

- 1. “It is apparent that the statistics used by the Government are unable to provide a proper indication of agriculture’s labour needs.  
Defra should commission robust official statistical data and evidence on which employment and immigration policies may be reliably based**
- 2. “We further note the Home Office’s assertion that a new SAWS could be introduced very quickly—in five or six months.”  
Defra should research, call for evidence and work collaboratively to develop model seasonal and sector based schemes which are ready to be implemented once political decisions are made**
- 3. “The current problem is in danger of becoming a crisis if urgent measures are not taken to fill the gaps in labour supply.”  
Defra must be a leader and champion for our sector, fighting our corner to find a way through the politics to ensure the UK food industry is not irreparably damaged by labour and skills shortages**

# Building a Model Seasonal Workers Scheme fit for the future

- How will it operate?
- How many workers?
- From where?
- For what roles?
- For how long?
- By who?
- Fair for workers?





# Action at an industry sector level

- Sector trade associations FDF/NFU/ FPC/BRC/ALP collaborating to lobby
- But, we need national labour and skills task force, made up of industry experts, which:
  1. Looks at every way we can support our sector at a national level
  2. Is funded and resourced to bring together good practice and to produce pragmatic tools, resources and training, making this available to every UK manufacturer and grower

**SOURCING & RETAINING WORKERS IN A NEAR FULL EMPLOYMENT ECONOMY**

**1 DAY WORKSHOP FOR LABOUR USERS AND LABOUR PROVIDERS**

Any organisation's success depends on having the right people. In an economy with the lowest unemployment rates since 1975 and widespread skills shortages, this workshop equips organisations to be able to find (and keep) the workers they need to drive their business forward.

It is particularly recommended for both suppliers and their labour providers to attend together to encourage a partnership approach in designing and implementing effective recruitment and retention strategies.

**ALP**  
Association of Labour Providers

TRADE ASSOCIATION  
BEST PRACTICE  
AWARDS WINNER

**WORKSHOP OVERVIEW**

- SECTION 1**  
Background and current issues in the UK labour market
- SECTION 2**  
Designing a recruitment process that works – for everyone
- SECTION 3**  
Retention strategies that work – for suppliers & labour providers

**COURSE HIGHLIGHTS**

- The critical importance of understanding what 'the right' people means in your business
- Beyond job adverts - over 50 cost effective ways to find the people you need right now & in the future
- Practical tips on implementing a recruitment process that works for you - AND for your candidates
- The top 5 things you can do to reduce staff turnover, improve productivity, and attract more workers

**ALP TRAINING**  
The Association of Labour Providers deliver specialist training geared to the food & drink, consumer goods agriculture and labour provider sectors.  
We are happy to discuss your needs for in-house and bespoke training, just give us a call or drop us an email.

**BOOKING INFORMATION**  
For current dates and locations, please visit <http://labourproviders.org.uk/services-and-training/>

Times: 0900 - 1630  
ALP Members - £225 (+VAT) per delegate  
Non-Members - £285 (+VAT) per delegate

To book your place call 01276 509306 or email: [info@labourproviders.org.uk](mailto:info@labourproviders.org.uk)

**BOOK YOUR PLACE TODAY**

[www.labourproviders.org.uk](http://www.labourproviders.org.uk)    [info@labourproviders.org.uk](mailto:info@labourproviders.org.uk)    01276 509306

# Action at a site level – Get involved, contribute, make a noise

- Contact your MP
- Respond to surveys
- Write to Defra Access to Labour Team
- Write to the Home Office Immigration Minister
- Speak to the media
- Tell your story

## ***MPs unite to urge reintroduction of SAWS***

A new seasonal labour scheme is “urgently needed” to avoid produce rotting in fields, MPs have told minister George Eustice



# Action at a site level – Become expert at Workforce Planning, Labour Sourcing and Retention Planning

- Labour provider partnership
- Labour sourcing routes and methods - maximise returners
- Model labour demand
- Plan early for peaks
- Turnover, retention and labour provider metrics
- Crisis and contingency plan



# Action at a site level – Be a good place to work so that people want to join and stay

- Regular work
- Reasonable pay & benefits
- Decent supervisors
- Treat fairly & with respect
- Fair to agency workers
- Good accommodation
- Good work environment
- Safe and healthy
- Inclusive and involving
- Opportunity to advance





# Association of Labour Providers (ALP)

- Trade association formed in 2004 at the instigation of the Defra, to represent and support organisations that supply the workforce to the agricultural, food manufacturing and wider consumer goods supply chains
- ALP promotes responsible labour sourcing and supply and our mission is for “Labour provision in the UK consumer goods supply chain to be recognised as a model of good practice.”





# Agribusiness 2018

Taking a lead in Agri-Food  
Policy post-Brexit

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