

## 5 SUMMARY AND RECOMMENDATIONS

In summary, the rationale for an ambitious strategy is evident and for it to be successful it will need to be widely supported and endorsed. There must be a recognition and acceptance of the need for **change** and to seize the current opportunities. Stakeholders need to **collaborate** to be more effective in the wider competitive environment. In order to do so, a formal **coordination** Leadership Group needs to be formed immediately. The industry should adopt a single high-level vision and objective, which is progressed by the Leadership Group initially but with the responsibility to develop the **concept** of an industry professional body in order to promote and provide lifelong learning and **continuing professional development** opportunities and **careers** information and to ensure future **capability**.

Agriculture and horticulture are important industries, but they are competing alongside much larger ones. There is already strong competition with other industries to attract talent, particularly at the technical and more senior levels. Agriculture and horticulture needs to position itself to be as attractive as possible to do so and therefore must act now with a unified professional voice.

No.	Recommendation	Time frame (Short/Medium/Long)	Responsibility
	<b>Change</b>		
1	The agricultural and horticultural industry should come together and adopt a unified vision, objective and aims for agricultural and horticultural workforce skills and development, as set out in section 4.2.3.	S	All key players
	<b>Collaboration</b>		
2	The industry should recognise the need for leadership and agreement for key stakeholders, including Government, to work together formally in the interests of workforce skills and development and to present a unified contribution to the work of the Food and Drink Sector Council to ensure that the agriculture and horticulture position is fully understood and represented.	S	All key players
	<b>Coordination</b>		
3	Given that previous informal collaborative approaches have fallen short, a formal <b>Senior Leadership Group</b> should be established immediately to take responsibility for the agricultural and production horticulture skills and development strategy. <i>Proposed terms of reference:</i> <ol style="list-style-type: none"> <li>1. To be aligned to the Agricultural Productivity and Workforce work streams of the Food and Drink Sector Council</li> <li>2. To develop further, oversee and monitor the implementation of the strategy, reviewing the objectives to ensure relevance to improved productivity and fit-for-purpose supply of labour</li> <li>3. To hold the various bodies to account for the delivery of the agreed objectives and milestones</li> <li>4. To work with relevant bodies to research, on as quantified basis as possible, the future structure of agriculture and</li> </ol>	S	

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	<p>horticulture to inform future industry size and technological developments, to oversee the development of labour market information and refine the skills strategy accordingly</p> <p>5. To establish working groups to take forward and report back on specific aspects of the strategy, namely professional framework, including education strategy, careers and recruitment, CPD and business support</p> <p><i>Membership:</i> to include senior representatives from key industry bodies and stakeholders, chaired by a senior industry figure as the English Champion of skills but with a young, upcoming deputy to represent the future generation and bring new blood to the table</p> <p><i>Secretariat:</i> could be supported by AHDB</p>		
	<b>Concept of a Professional Institute</b>		
4	<p>Drawing on the AgriSkills business case, a more detailed proposal should be developed to inform a proof of concept for an independent professional institute to provide a visible and meaningful approach to professionalise the industry and take forward the following:</p> <ul style="list-style-type: none"> <li>a) Professional framework, including education strategy</li> <li>b) Careers and recruitment</li> <li>c) CPD</li> <li>d) Business Support</li> </ul> <p>The proposed Senior Leadership Group should be empowered to take responsibility for the development of the Institute proposal and to oversee the development of detailed plans to develop the various work streams. There should be dialogue with government about funding options and other avenues should be explored. As proposals develop, there should be consultation with stakeholders.</p>	M/L	Senior Leadership Group
	<b>Capability</b>		
5	<p>A future capability study for agriculture and production horticulture should be commissioned at a level of detail to provide evidence to inform the skills strategy, with contributions from the industry sector groups such that the output can be supported by all parties. It could be jointly funded by industry through AHDB and Government (Defra).</p>	S/M	Senior Leadership Group
	<b>Continuing Professional Development</b>		
6	<p>The Professional framework work stream should work with the land-based colleges to engage with DfE to establish if agriculture can be recognised as a STEM subject and to understand how changes could be brought about to ensure that funding flows to courses which will improve productivity.</p>	S/M	Senior Leadership Group – Professional framework work stream
	<b>Careers</b>		

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7	The recommended Careers strategy in the Bright Crop report (p6) should be adopted and delivered by the Careers work stream of the Leadership Group, which should ensure that the agricultural and horticultural industry is represented in both land-based and food and drink initiatives.	S/M	Senior Leadership Group – Careers work stream
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**In summary:**

Why is this strategy necessary?	We are in a period which will require transformational change in the industry; past approaches will not work.
What needs to happen?	Industry must accept and embrace the need for change, with greater collaboration and coordination.
How?	Leaders, current and future, must work together to develop the common vision and future action plan.
When?	Now, with clear milestones for achievement.