

Brexit Business Resilience: Priority Checklist



Given that nobody really knows what will happen with Brexit, this leaves many farm businesses understandably unclear about what they could or should be doing. When you cannot control what is going on around you then the best course of action is to focus on the things you can. Here are some actions that farm businesses can take to increase resilience to uncertainty and instability of the market over the coming months.

Financial

- Do a cashflow budget and monitor it monthly or weekly – if you are not doing so already get help now
- Cash remains king – ensure you have access to sufficient cash – puts some aside, defer capital investment if necessary to build reserves
- Assess your current lending – speak to your lenders – move as much credit to long term as possible – fix rates where feasible.
- Do credit checks of all your buyers and review the main ones regularly
- Separate out your income streams and categorise; High, medium or low risk – prioritise accordingly, diversify away from the highest risk enterprises where possible.
- Manage currency risk – hedging of BPS and key inputs – speak to your bank

Supply chain

- Map your supply chain working with suppliers of inputs and buyers of produce
- Speak to you suppliers and end users to identify issues and solutions

Production planning

- Determine your production Points of No return (PNR's) put them on your calendar – how many ewes do you put to the tup and when, how much land to sow to wheat / keep back for spring malting barley?
- Identify what your main production risks are – labour, market access – and consider changes to your enterprise mix.

Transport and logistics

- Identify the key transport movements on and off farm – when, where to, tonnages?
- Identify critical inputs “show-stoppers” – fuel, specific agrochemicals, seeds, dairy cleaning products, machinery spares – that could stop production.
- Consider stockpiling. Where storage is limited prioritise most critical.

Workforce

- Help your EU national employees to apply for EU settled status (see the Food and Drink Federation, or <https://www.gov.uk/eusettledstatus>)
- Identify back up help where labour is short

