



Llywodraeth Cymru
Welsh Government

Welsh Government Response: Review of Hybu Cig Cymru – Meat Promotion Wales



October 2016

Welsh Government Response:

Review of Hybu Cig Cymru – Meat Promotion Wales

	Recommendation	Response	Responsibility	Action	Timescale
1	HCC to continue as a company wholly owned by the Welsh Government.	Accept	Welsh Government	This recommendation is accepted.	No change needed
2	The Welsh red meat industry continues to require a statutory red meat levy.	Accept	Welsh Government	This recommendation is accepted.	No change needed
3	A focus on export promotion is more effective than promotion in the domestic market.	Accept	HCC	Both Welsh Government and HCC accept this recommendation and it will be for HCC to undertake the necessary action. It will be considered as part of the review carried out by the HCC Board (Recommendation 6).	September 2017
4	HCC should conduct a survey to establish how much new product development is carried out and if it is not enough then more should be commissioned.	Accept	HCC	Both Welsh Government and HCC accept this recommendation and it will be for HCC to undertake the necessary action. It is important to determine what red meat products the consumer wishes to purchase to increase demand.	Spring 2017

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5	HCC needs to work closely in partnership with Farming Connect delivery contractors if it is to deliver towards its knowledge transfer remit in an integrated and cost effective way.	Accept	Welsh Government/ HCC	Both Welsh Government and HCC accept this recommendation and it will be for HCC to undertake the necessary action. Regular meetings will be established between, HCC, Welsh Government and Farming Connect delivery contractors to ensure integration.	Spring 2017
6	The Board should conduct a fundamental review of its investment decisions every three years and ensure they are likely to deliver maximum impact based on the most recent return on investment data collected. This includes the investment on knowledge transfer.	Accept	HCC	Both Welsh Government and HCC accept this recommendation and it will be for HCC to undertake the necessary action. A recruitment campaign for Board members will commence in Autumn 2016 and once appointed, this will be commenced and completed within 2017 to ensure it is implemented in financial year 2018/19.	Autumn 2017
7	Welsh Government should consider in conjunction with relevant stakeholders the inclusion of a trust status for farmer levy in the Red Meat Industry (Wales) Measure 2010.	Accept in principle	Welsh Government	Welsh Government are aware this is in place in England and we will consult with industry stakeholders to determine the impact and efficacy of this for Wales.	Spring 2017

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8	A formal annual meeting is to be held and broadcast live over the internet for maximum engagement.	Accept in principle	HCC	This recommendation is accepted in principle, however, in terms of the live broadcast, the cost benefit of this will be considered prior to implementing.	November 2016
9	Cost effective collaborative working with related vehicles such as other GB levy boards, the Farming Connect programme and FAWL to deliver more to levy payers.	Accept	HCC	See action 5.	Spring 2017
10	Welsh Government to continue to lead on recruitment to the HCC Board with a representative from HCC and an independent representative to assist.	Accept	Welsh Government	Welsh Government will commence the recruitment of Board members in the Autumn.	Spring 2017

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11	The whole Board is actively involved in developing HCC's Corporate/ Business Plan to ensure ownership throughout.	Accept	HCC	Both Welsh Government and HCC accept this recommendation and it will be for HCC to undertake the necessary action. The Board should be fully involved in the development of all of HCC's strategic plans. This will give them a chance to give their input and strongly endorse the contents.	Spring 2017
12	All future appointees to the Board must agree to actively communicate the work of Board Members to levy payers.	Accept	Welsh Government	The Board need to be fully aware of all aspects of the work HCC carries out. The role of a Board member does not end at Board meetings; they should be able to be questioned and challenged by levy payers at all times.	Spring 2017
13	The Board should have a professional marketing/ promotion/financial person as a permanent member to ensure that there is sufficient scrutiny and challenge to the executive.	Accept	Welsh Government	Welsh Government will draft the role descriptions of all Board members at the next round of recruitment to ensure applicants have the skills required.	Spring 2017
14	The Board should have a much more representative gender balance.	Accept	Welsh Government	Welsh Government will carry out a proactive campaign to ensure that more women are recruited to the Board.	Spring 2017

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15	Welsh Government to review all current incorporation documentation, ensure that there is a formal relationship framework document in place and that incorporation documents reflect this framework. This should be accompanied with an annual remit letter.	Accept	Welsh Government	<p>A framework document will be drafted and implemented following the publication of this review. Existing incorporation documents will be reviewed to ensure they reflect the requirements of the framework document.</p> <p>Welsh Government will issue HCC with an annual remit letter to list its requirements for the year.</p>	Autumn 2016
16	There needs to be a programme of formal meetings between the Welsh Government and HCC which are minuted. These meetings will include co-ordination of activities between HCC and the Welsh Government to avoid duplication.	Accept	Welsh Government/ HCC	Welsh Government will arrange a formal programme of review meetings on a quarterly basis with HCC.	Autumn 2016

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17	Chair of HCC to meet with the Cabinet Secretary once a year.	Accept	HCC	Both Welsh Government and HCC accept this recommendation and it will be for HCC to undertake the necessary action. The Chair currently meets with Welsh Government on an ad hoc basis. This meeting will be formalised to coincide with the issuing of the remit letter.	Spring 2017
18	There should be much greater integration of HCC's work with partner organisations' programmes of activity at the planning stages to avoid duplications.	Accept	HCC	See action 5	Spring 2017

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19	There needs to be a resolution to the Red Meat Levy collection exercise.	Accept	Welsh Government	<p>The Welsh Government will continue to work with HCC, Defra and Devolved Administrations to determine the best option for Wales.</p> <p>Modelling is being carried out on cattle, sheep and pig movements to form an impact assessment which will enable the Cabinet Secretary for Environment and Rural Affairs to determine the next steps.</p>	Ongoing
20	Welsh Government to look at the levels of organic produce required in the food chain and the potential for this to be improved with promotion.	Accept	Welsh Government	The Welsh Government will explore this recommendation further in future work planning.	Autumn 2017
21	Welsh Government and HCC work together to explore options for retaining a quality mark for Welsh Lamb and Beef following the exit from the European Union.	Accept	Welsh Government/ HCC	As part of the trade negotiations the Welsh Government will be exploring how to ensure the quality mark for Welsh Lamb and Beef is retained. This will be a focus for the Welsh Government throughout the process of UK leaving the European Union.	Ongoing