



Bwyd a Diod Cymru  
Food & Drink Wales

# Strategic Plan 2018.

Food and Drink Industry Wales Board  
The Voice of the Food and Drink Industry



# Our mission.

The board aims to continually engage with Welsh food and drink businesses, to ensure its work remains focused on growth and adding value. As we reach the mid-point of implementing our action plan, we are looking to refresh our activities in order to ensure they remain relevant and flexible enough to respond to new challenges and opportunities in what is a constantly evolving landscape. We recently held a strategy day to review the success of our work so far and plan the next growth stage of the Welsh food and drink industry.





# The strategy.

## Purpose of the board

To work in partnership with industry and government to help grow, promote and enhance the Welsh food and drink industry as it strives to reach a target of 30% growth – or £7bn in sales – by the year 2020.

### We will achieve this through:

- Working in partnership to support market development, promote growth and safeguard our natural resources
- Supporting development of a skilled workforce and an innovative industry with cutting edge products and processes
- Working towards the well-being goals under the sustainable development principles of the Well-being of Future Generations (Wales) Act 2015
- Being an effective part of industry and supportive of government through adding real value
- Using evidence to guide our thinking and decisions
- Helping improve perception and consumer awareness of Welsh food and drink.

## Future Strategy – Where are we going?

The action plan '**Toward Sustainable Growth: An Action Plan for the Food and Drink Industry 2014-2020**' is at the midway point and much of the landscape has changed since its launch. Not only are we carrying out a mid-point review of the plan to ensure that it is fit for purpose but we need to look beyond 2020 as we plan for the longer term future.

With that in mind the Food and Drink Wales Industry Board (FDWIB) will be developing proposals and recommendations for the future of the Industries growth. We will be consulting widely with industry's and stakeholders across the food and drink sector to ensure that as many voices are heard as possible.

As a board, we need to remain focused on those issues which will have most impact on the Welsh food and drink industry. Please look out for further information about this in 2018 or get in touch directly at [Chair.FDWIB@Wales.gov.uk](mailto:Chair.FDWIB@Wales.gov.uk)

# Work streams.

Through our early work we initially identified four priority work streams to take forward, namely:

- Customers and Markets
- People and Skills
- Business and Investment
- Communications and engagement

The Communications and Engagement work stream was subsequently integrated into the remaining three work streams.

As part of our strategy day we considered the future development of the three work streams, assessing the vision, objectives and delivery.

## Business and Investment Work Stream

INTENDED OUTCOME Investment is available to meet the potential of food and drink business	
Key objectives	Delivered through
To establish baseline data for levels of commercial investment in F&D businesses in Wales.	The board will investigate to establish who is investing and how much – this is likely to require a research commission.
To implement a programme to improve levels of understanding about different investment options / sources of finance.	This is being delivered through the follow up work from the board's 2016 finance conference.
To investigate the use of business planning programmes.	Board to appraise what is currently available through and/or supported by Welsh Government and compare with private sector and other country food sector business planning support (e.g. ROI).
To explore investment opportunities e.g. accelerated growth fund.	The board will consider the overall business offer from Welsh Government and link through its work streams.
To investigate and promote the commercial offer linked to Finance Wales.	The board will appraise the offer and assess if it is working for the industry.
To scope, develop and implement a pilot "Preparing for Investment" programme.	Delivery of the plan developed as a result of the board's finance conference in November 2016.

## People and Skills Work Stream

INTENDED OUTCOME Skills needs of Welsh food and drink manufacturers are met by 2025	
Key objectives	Delivered through
To clearly map current provision and regional requirements.	The development of a food and drink specific skills and employability strategy by 2018.
To future proof the industry as Brexit develops.	Delivery of two skills conferences. Working with and through Welsh Government initiatives around employability plans. Working with industry to understand and address skills issues.
To develop opportunities for up-skilling within the workplace.	Working with employers to assist them in making best use of apprenticeship programmes, deliver and developing a culture of continuous improvement (use of LEAN systems etc).
To encourage succession planning.	Cywain and FIW Project Helix will support practical solutions to succession planning in the industry.
Use innovative and best practice approaches to inspiring a new workforce through primary and secondary education.	Increase industry engagement with schools through BITC, the STEM agenda and SHEP. Develop a whole school approach to food in schools using the Soil Association's Food for Life scheme.
To explore and learn from other sectors, e.g. the recent NHS recruitment exercise as an exemplar.	Applying best practice by exploring beyond the boundaries of the food and drink sector and developing innovative solutions. This will be driven and delivered through the skills conferences and strategy development as well as Cywain and Food Skills Wales.
To continue to support industry skills partnerships.	The FDWIB secretariat will attend all ISPs and act as a conduit.
To launch new industry designed programmes.	Cywain, Food Skills Wales and FIW Project Helix.
To work with partners to inspire and re-skill workforce and increase the pipeline of talent into food science and engineering including in major redundancy situations.	Working in partnership with community development organisations, E&I, HE and FE to develop 'conversion programmes' which puts in place a procedure to up-skill within industry and to 'rescue and retrain' individuals from others industries in the case of redundancies.

## Customers and Markets Work Stream

INTENDED OUTCOME Existing markets are protected and emerging markets are capitalised on	
Key objectives	Delivered through
To capitalise on major manufacturer opportunities.	Awareness raising in relation to provenance.
To develop a directory of supply requirements.	Matching supplier and buyers (not just for retail but across the supply chain).
To anticipate future markets and trends.	Research around emerging markets. Measurement and monitoring of Food Insecurity/Food Poverty.
To capitalise on Brexit opportunities i.e. import substitution.	Research on detail of food and drink imports including ingredients needed. The development of a 'supplier directory'.
To engage with retail and foodservice to understand supply chain risk due to Brexit and match to Welsh supply.	Joint working with the Wales Retail Consortium and the development of a producer directory through Food Innovation Wales.
To articulate why Welsh food and drink by sector (brand throughout) is exceptional.	Speaking at and representing the board at key events/media, for example, BlasCymru/TasteWales, to promote the quality and provenance of Welsh food and drink.
To leverage agri-food tourism opportunities.	Continue to deliver the food and drink tourism action plan in partnership with Visit Wales.