

<u>FOOD AND DRINK WALES INDUSTRY BOARD</u>	
<u>Date of Meeting:</u>	Wednesday 4th December 2019
<u>Time of Meeting:</u>	09:00 – 16:00
<u>Meeting Venue:</u>	Food Technology Centre Coleg Menai, Penmynydd Road Llangefni. LL77 7HY
<u>FDWIB Chair:</u>	Mr Andy Richardson

ATTENDEES:

<p>Welsh Government (WG): Keith Smyton (KS) Andrew Martin (AM) Alison Ebsworth (AME)</p>	<p>FDWIB: Andy Richardson (AR) David Lloyd (DL) Huw Thomas (HT) James Wilson (JW) Justine Fosh (JF) Norma Barry (NB) Katie Palmer (KP) – morning session Kayla Moyles (KM)</p>
<p>Presenters/Guest Speakers:</p> <p>Welsh Government David Lloyd-Thomas (DLT) Nic Shilton (NS) Kayla Moyes (KM) Rebecca Villis (RV) Tim McHugh, WG. Nick Miller (NM) Miller Research</p>	
<p>Apologies:</p> <p>Dave Morris (DM) Welsh Government Alison Lea Wilson (ALW)</p>	

1.0	Welcome, Introductions & Meeting Purpose
1.1	AR welcomed all to the meeting and thanked those that attended / set-up the preceding cluster event. The Chair added that it was an excellent event and was pleased to see the clusters in attendance.
1.2	NB felt that the FDWIB board should capture key outputs at cluster events and then engage with the wider industry. There needs to be structured topics and common objectives to be shared/updated with the Board.
1.3	DL reported the need for an agreed cluster mechanism to feedback to the Board.

1.4	<p>The Chair thanked Board members and BIC Innovation for their support and participation during the Sustainable Scale-Up Conference in Cardiff held on the 25th November 2019. More than 150 delegates attended and it was a positive event that inspired businesses to grow and take part in the cluster networks. The FDWIB board agreed to support a future conference in 2020.</p> <p>ACTION – To set-up a meeting with Senior management within the Development Bank of Wales. Attendees to include Food Board members, WG officials and BIC Innovation. Also need to consider interested business investors / angels.</p> <p>ACTION – To circulate the Sustainable Scale-up Conference insights - AM.</p> <p>ACTION – To send a thank-you letter to BIC for managing a successful conference – the Chair to sign.</p>
2.0	<p>Outstanding Actions - October 2019 FDWIB meeting</p> <p>ACTION – Minutes / outstanding actions to be discussed at the first Board meeting in 2020</p>
3.0	<p>AP2 Update - (Strategic Food & Drink Action Plan)</p> <p>3.1 The strategy consultation report was updated to the board and completion of the Strategic Plan is scheduled for April / May 2020.</p> <p>3.2 DLT informed the Board that a number of key questions still needed to be addressed and next steps agreed.</p> <p>3.3 The Minister had asked for an update on the development of the strategy and it's timelines going forward.</p> <p>3.4 AM added that the strategy needed to have ambitious actions – that can be operationalised to meet future KPIs. The FDWIB board agreed to push forward with the key deliverables of the strategy and the challenges it sets out to address. The board agreed the need for a Sustainable Brand Value (SBV) thread running through, and actionable from, the strategic plan. Concurrently the strategy needs a strong operational element to drive the industry forward.</p> <p>3.5 The Board agreed that the cluster and sustainability threads need to make an impact, as set out in the key milestones and KPI metrics. It was felt there needs to be clear connectivity between the strategic challenges and the operationalisation of the plan.</p> <p>3.6 JF felt that the strategy and vision needed to have a clear focus on how the strategy would be delivered and added that 'it's more than KPI's', but the resources to deliver and link important areas such as SBV's, Skills and Technology and the impact these areas will have on the strategy. Each key area needs its own plan.</p> <p>3.7 NS presented the current position on the new Food and Drink Strategy. Pre - engagement events were held during Summer 2018 and a public consultation was undertaken in 2019. Since then, Clusters and Sustainability have advanced at pace and these areas have now been incorporated within the strategy.</p>

	ACTION – NS and DLT to send a paper to FDWIB board and to include KPI metric graphs.
4.0	Sustainable Brand Value (SBV) Update
4.1	RV presented the current SBV situational analysis.
4.2	<p>The Board agreed the SBV Purpose Statement (Vision and Mission), with the following amendments and commentary to be addressed:-</p> <ol style="list-style-type: none"> 1. Ecological and Climate crises needs to be captured under the SIX PILLARS as set-out in the presentation. 2. Wellbeing and Future Generations Act – the outputs need to be better defined, some are easy to define but others need stronger and more succinct definitions, such as biodiversity, ‘what do we mean by this narrative and how will this apply to the total supply-chain?’ 3. The major challenge around <i>Welsh Ingredients and Welsh Products - Sense of Place and Welsh Traditions</i>. The Wellbeing and Future Generations Act is the prism by which these areas will be explored. 4. The role of the Board is 50% accountable for the SBV’s project, as well as the role of Welsh Government the other 50%. 5. Food Security - and the need to Protect – Promote – Publicise are the key to the integrity of any Sustainability Brand. 6. Payment for a proposed Sustainability Scheme - Questions put forward included: Who are the key paying stakeholders; the contribution and running cost of any scheme and who ultimately pays for the scheme? Is it better value for my business and will it increase my profitability base. Will the consumer be willing to pay more for the Welsh Products? Further research needs to be done on consumer attitudes not only in Wales and the UK but internationally differentiation in products and markets needs to be better understood and more research is planned. 7. A sense of integrity and values of the brand and how these would be promoted to the younger generation who are passionate about climate change and sustainability? So, how do we demonstrate this message on media platforms? What would a promotional campaign consist of / look like? 8. Food safety and protection of brand image – how will we minimise the risk to the integrity / values of any brand? Protection under BRC and the need to be registered? 9. Food Waste and Bio-Diversity and Food Hygiene – To protect Wales and its products should there be a health issue? 10. Sustainability Pillars – needs to be included when designing the scheme accreditation and align with Welsh Food and Drink. A - Environment B - Fair Work C - Health D - Culture E - Nature F – Safety. Do we demonstrate that all or some of these are being achieved from Day 1? Or that they have partial accreditation and will achieve the rest? Or A journey of improvement, and that you have to demonstrate food safety BUT working towards the other FIVE Pillars of the scheme. 11. The Definition of Welsh Branding? What is the opportunity /requirements? More about Products or Operator or Both - this needs better clarification. 12. Sustainable Food and Drink and alignment to Wales – The Food Nation as per Action Plan and its definition. 13. What proportion of ingredients needs to be from Wales and used in products ingredients to be Classified SBV? Where is this message coming from? Are we producing what the consumer wants, needs and aspires too? 14. What is the proposition? Should/ would this be the view of the industry and the consumer?

15. **MJ** – met recently with Ingredion Incorporated in Manchester, they assist companies with clean labels and a useful company to benchmark. Shared a quick update and approach to sustainability and brand value, split into four sections (1) Employer of choice (2) Supplier of choice (3) Investor of choice (4) Neighbour of choice, and how this is applied / communicated in a business setting.
16. Need to consider: **Made in Wales or Producing in Wales** – this needs to be clear. Both are very different strategies - ethical manufactures using ethical products in a traceable supply-chain?
17. Irelands' Origin Green works for export markets for Irish products because it is highly subsidised. The Welsh Government would not be subsidising, but may investigate a hybrid model in partnership with industry, by prioritising support for SBVs. Key Welsh Brands need to be concentrated around sustainability.
18. **For the Consumer:** the need for Welsh ingredients and the sense of Welshness.
19. **For the Manufacture:** reassuring our consumers on the integrity of Welsh Food. Needs to be a stepped approach, has attracted funding and interest.
20. **For the Industry:** engagement with end to end supply-chains. Do we know if key stakeholders will buy into a new sustainability approach?
21. **For the Retailer:** need to show clear benefits, throughout the supply-chain and added advantage for selling SBV accredited products.
22. Set Frameworks to identify gaps and key issues, an appraisal of the volume of Welsh products under an SBV heading.
23. To drive behaviour by encouraging businesses to be sustainable and support the change process.
24. **The Board** was unconvinced at promoting levels Gold – Silver – Bronze accreditation but that standards should be differentiated. It was accepted that there needs to be a critical mass and that shows change or the intention to make change over time to improve standards. This is about “driving change in the Food and Drink industry.”
25. The need to liaise with Oxfam and WWF and other NGOs who promote sustainable brand values and ethical supply-chains.
26. The need to mitigate risks throughout the supply-chain and how this would be managed.
27. **The Board** agreed that SBV had to be an umbrella framework, and the levels of accreditation as a way of differentiating and rewarding these values. Build critical mass and through joined-up government strategies drive the change process or change over time to improve standards. This is a framework of actions to drive change within the food and drink industry.

ACTION – RV & JB to liaise with M&S Sustainability Director in relation to their sustainability and future sourcing policy.

ACTION – RV to report back to the board on where stakeholders realise the purpose of SBV

ACTION – RV and DLT to ensure connection (SBV to be the golden thread) with Action Plan 2 (the new strategy for food and drink)

ACTION – Food Div. the need to align the Food and Drink Brand together with a clear SBV identity aligned to the clear benefits of a sustainable message.

ACTION – SBV Programme Board accountable to FDWIB Board and Welsh Government. Develop a project plan covering the next few years.

4.3	<p>ACTION – Food Div. To build a sustainable brand reputation overtime to connect and communicate <i>Tir a Mor</i> values worldwide.</p> <p>The FDWIB Board requires the SBV message to:</p> <ol style="list-style-type: none"> 1. Ensure the definition of a sustainable supplier meets the agreed definition 2. Ensure alignment to the Welsh Food & Drink Brand and future evolution 3. Ensure the purpose of Sustainable Brand Values is clear and understood 4. Ensure alignment with the Food and Drink Strategy. 5. Ensure <i>Tir a Mor</i> equates to sustainable manufacturing. <p>ACTION – RV - Agenda item for the next SBV Programme Board</p>
5.0	<p>Food & Drink Sector Council Update/ Productivity & Exports Update / Skills Update</p> <p>5.1 The Chair updated the Board on the current position of the Food and Drink Sector Council (UK) and reported that there are seven work streams under development and three have made progress:-</p> <ol style="list-style-type: none"> 1 The productivity work stream (has reported) 2 The skills work stream (has reported) 3 The export work stream (report imminent) <p>ACTION – The Chair to circulate the reports to FDWIB board.</p> <p>5.2 National Food Strategy (UK), chaired by Henry Dimbleby: It is the first independent review for 75 years of England’s Total Food System whereas in Wales our AP2 focus is food manufacturing.</p> <p>5.3 It is highly important that we get our strategy out before the English one in 2020. In Wales we are leading and need to ensure we have not missed anything in our report.</p> <p>ACTION - to consider the next board meeting to take place at the WG office, 25 Victoria Street, London, 19th February 2020.</p> <p>5.4 Skills Update: JF updated the board on the current skills strategy. They have adopted a similar approach to the Welsh plan in relation to three key priorities. These are: (1) Apprenticeships (2) Image of the Industry (3) Workforce Upskilling – skills to drive productivity. The Food Supply Chain Report was issued across the UK and the Chair had ensured Welsh stakeholders feedback on farming, retail and hospitality priorities. The skills report is available to download from the Food and Drink Federation (FDF) website.</p> <p>5.5 JF has submitted a skills paper on careers activity to the UK Food Council</p> <p>5.6 JF proposed that the Board could sponsor some research into this area, to develop a clear framework and promote key messages to young people to understand the activities of the food and drink industry.</p> <p>ACTION – JF / AM to explore a delivery framework.</p>

6.0	FTC Presentation & Tour
6.1	The board toured the facilities at the Food Technology Centre – Llangefni.
7.0	Clusters Update - Evaluation Report
7.1	An evaluation report reported back on clusters and recommendations for the way forward and future linkages to the Board.
7.2	The Board felt they had a better understanding of the cluster networks and that they should be more widely promoted.
7.3	The cluster work will assist with the future Food and Drink Strategy and subsequent action plans in the future.
7.4	A full and detailed cluster report was compiled by Miller Research and presented to the Board.
7.5	Next steps: To finalise the report and to then feedback to stakeholders and future actions on clusters.
7.6	There may be opportunities for cluster members to be co-opted onto the board for eighteen months and after this period they would have to formally apply. ACTION - AM/KS to discuss and agree actions acceptable to Minister, the 201 Cluster and the Board ACTION - AM align clusters to the Board – Clusters to feedback to the Board on issues, challenges and opportunities and the board will outline/map the common themes.
8.0	Future Board
8.1	A discussion was held on the future of the Board.
8.2	It was proposed by the Chair and seconded by Justine Fosh that we appoint a cluster representative, a meat representative and a technology representative to the Board.
8.3	Discussed the need for an Agri Group that meets twice a year to bring the food and drink the farming industry and farming unions together. ACTION – Officials agreed to brief the Minister and seek agreement for the way forward.
9.0	The Board: Social Media & Public Relations
9.1	Working Word presented the PR Plan to the Board. ACTION – Kayla Moyles (KM) to go ahead with the recruitment campaign to involve more businesses in the clusters. KM to highlight our strengths and relationship with the Board, when talking to others.

	<p>ACTION – KM to develop a comms plan on Clusters.</p> <p>ACTION – Domestic exports and Value of Welshness release on food production and export.</p> <p>ACTION – DLT to provide stats on the results of the strategy consultation and using data visualisation. KM to signoff with the board before release on website and distribution to above-the-line media outlets.</p> <p>ACTION – the Chair to arrange Levercliff to attend the Food and Drinks Industry in London.</p> <p>ACTION – the Board to investigate other media opportunities in 2020 and board members to receive media training.</p> <p>ACTION – the Chair to investigate the possibility for Wales Food & Drink to have a Wales Food and Drinks day on the terrace in Westminster.</p> <p>ACTION – DM/AM to discuss with head of IT at Welsh Government the need to minimise the ‘hashtags’ on twitter to a maximum of two per post, as stats are showing that tweets are declining and engagement is dropping.</p> <p>ACTION – the Board to develop a LinkedIn page in 2020.</p>
10.	Tech Valleys Programme
10.1	Referred to the first meeting in 2020.
11.	St David’s Day Plans
11.1	Paper circulated with dates and activities. The Board members were asked to confirm their availability for events in London and across the country, so that they could be assigned a working partnership in March 2020.
11.2	JF volunteered to attend Morrison’s Headquarters in Bradford.
11.3	AM to inform the Board of the Borough Market (London) venue once confirmed. There will be no attendance at this venue for 2020.
11.4	The Chair reflected on 2019 and outlined the inroads made by the board and thanked members for their hard work and commitment and discussed the challenges ahead in 2020.
11.5	<p>2020 St David’s dates confirmed: Friday 28th February - Manchester Piccadilly Station Monday 2nd March - London Paddington Station Wednesday 4th March - Birmingham New Street Station</p>