

The AHDB Pork Plan 2017 - 2020

Introduction

The previous AHDB Pork Strategy Going for Growth has been generally successful. We have seen UK production grow steadily and in 2016 it is likely to be at its highest level since 2000. We have successfully promoted pork in the British market. We have seen a dramatic increase in exports, particularly to markets such as China. Our strategic investment in China and South East Asia from 2004, in the wake of foot and mouth, meant we were well placed to exploit the opportunity that has recently arisen from a competitive exchange rate.

Challenges remain. Domestic consumption is under pressure from consumers who increasingly perceive our product as not entirely relevant to their needs. While we have improved on-farm performance so have our immediate competitors and so closing the gap is proving to be difficult to achieve. Pig health has never been more important, not just because of the effect on productivity but because an outbreak of exotic disease threatens our export markets. As we saw in 2001 and 2007 the closure of export markets, particularly outside the EU can have a devastating impact on the market.

In addition the reputation of the industry as a producer of high welfare and safe food is being questioned, particularly by critics of animal agriculture. There is also growing competition from welfare schemes in other countries where they are seeking to differentiate themselves from the competition.

And yet opportunities do exist. Not least the consequences of Brexit. While the decision has caused considerable uncertainty the immediate impact on the exchange rate, which will probably persist for the next few years until negotiations are concluded, presents a number of opportunities.

- The cost of imported pork and pork products is rising giving British pork a more competitive position in the market. This could help to build on our differentiated position. A greater concentration on promotion is therefore a good option to pursue.
- British exporters are more competitive on export markets, particularly in markets that trade in US dollars. Putting more of our resources into promotion in export markets is strategically sound.
- The cost of pig production in this country is now much closer to our immediate competitors. Reorganising our resources to help improve on-farm performance and investment while we are in this position will mean we emerge in a more competitive position in a few years' time. This could be very important if we become more exposed to international markets as a result of trade deals.

The AHDB Strategy

The overall AHDB Strategy '*Inspiring Success*' provides the context in which the Dairy and other sector strategies will be implemented.

The AHDB vision is to be "*A world class food and farming industry inspired by and competing with the best*"

To achieve this, there are four strategic priorities;

1. Inspire British farming and growers to be more competitive and resilient
2. Accelerate innovation and productivity growth in line with competitors through coordinated R&D and knowledge exchange
3. Help our industry understand and deliver what consumers will trust and buy at home and internationally
4. Deliver thought leadership and horizon scanning

The Strategic Priorities for the AHDB Pork plan

The Pork Plan will be delivered through 13 Strategic Activities under the AHDB priorities (as outlined in the strategy consultation *Inspiring success*). Each Strategic Activity is made up of a number of tasks or projects that will be delivered in the three years of the strategy.

The tasks planned under each Strategic Activity, targets for the plan period and KPI's that will monitor progress are detailed at the end of this summary plan.

The following table summarises the planned budget. We are intending to significantly increase levy investment in the promotion of pork on the home market. The plan is to increase spending by £800k compared to the expected spend for the current year. This will include £250k carried over from the 16/17 budget. In years 2 and 3 of the strategy we will increase spending by £200k a year compared with the original budget. We are also planning to increase levy investment on promoting exports by more than £100k a year.

Levy investment in knowledge exchange will be similar to the current budget although there will be an apparent increase due to the receipt of a grant of €2 million over 4 years to run the EU PiG project. While most of the grant will be distributed to participating countries the AHDB KE team will be at the centre of this powerful network and the industry will benefit from easier access to best practice in Europe. The External Skills team and the Farm Economics team will be moved into the KE team.

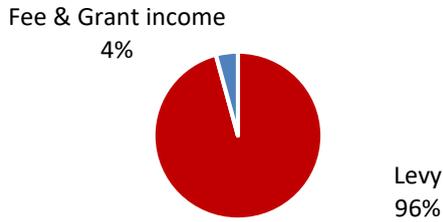
The strategy will be financed by a projected increase in levy income, as productivity continues to improve, and the use of reserves which have built up in recent years. The plan ensures that pork reserves stay within AHDB guidelines. There are no plans at present to seek an increase in the levy rate during the plan period.

Pork Budget

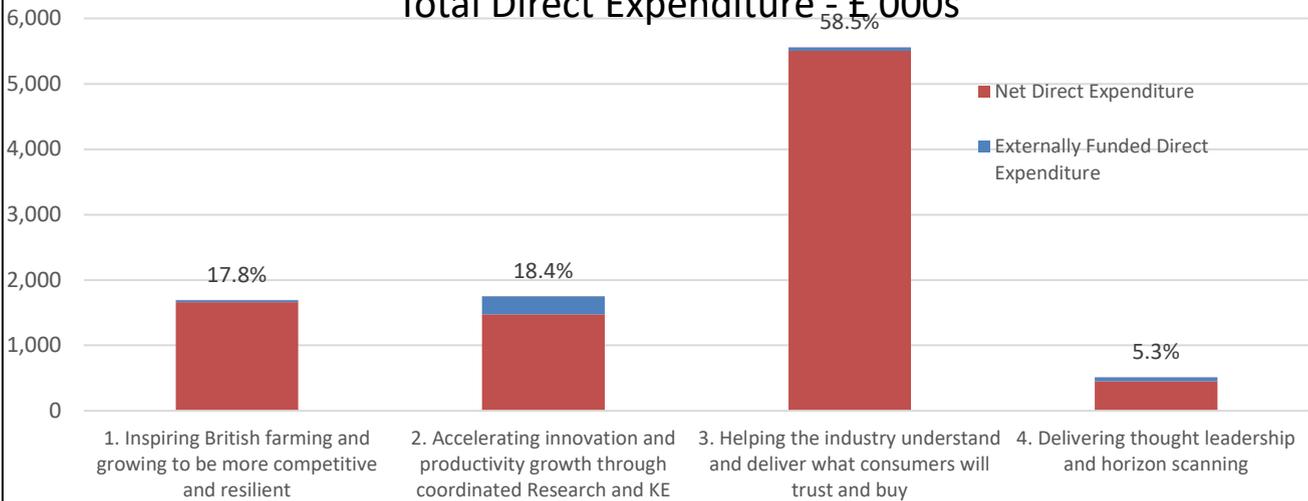
AHDB PORK - BUDGET PLAN 2017/18	Corporate Plan £'000
Gross Levy	9,570
Direct Levy Collection Costs	-134
Net Levy Income	9,436
Fee and Grant Income	416
Bad Debt	0
TOTAL NET INCOME	9,852
DIRECT EXPENDITURE	
1.1 Harness innovation through capturing best practise from pig industries around the world	-1,465
1.2 Stimulate the introduction of a new method of carcase classification	-50
1.3 Help build trust in the supply chain	-174
2.1 Enhance pig health and welfare	-700
2.2 Help improve the collection, exchange and use of management data throughout the supply chain	-778
2.3 Introduce a new skills framework that improves the skills of existing people in the industry, motivates through a clear career path and attracts new entrants	-271
3.1 Rejuvenate the image of pork in the British market	-4,123
3.2 Communicate the benefits of pork consumption	-277
3.3 Promote the export of pork and pork products	-807
3.4 Consumer insight to assist businesses	-349
4.1 International Innovation Monitoring and Communication	-23
4.2 Excellence in market analysis	-334
4.3 Promote the image of the industry	-154
TOTAL DIRECT EXPENDITURE	-9,505
SUPPORT	
Sector Specific Administration	-373
Central Support	-764
TOTAL SUPPORT EXPENDITURE	-1,137
TOTAL EXPENDITURE	-10,642
Operating Surplus/(Deficit)	-790
Non-operating items	1
Retained Surplus/(Deficit)	-789
Support Expenditure % of Income	11.5%
Central Support % of Income	7.8%
Reserves	
Opening General Reserves	5,258
Retained Surplus/Deficit	-789
Closing General Reserves	4,469

Pork Budget Plan Net Income £'000s

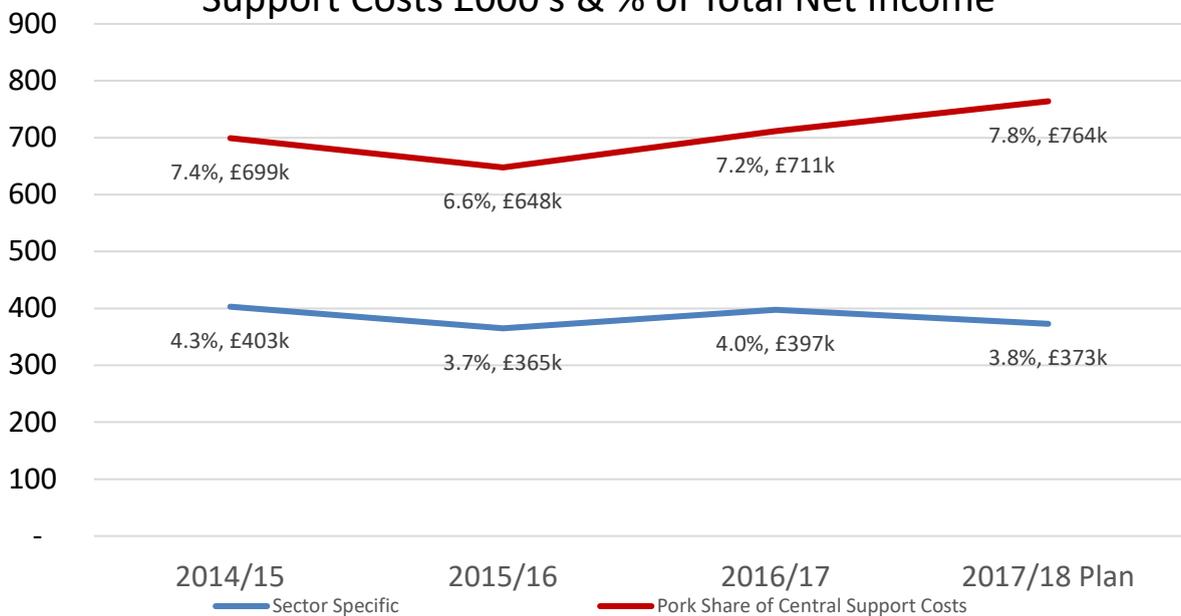
Total: £9,852



Total Direct Expenditure - £'000s



Support Costs £000's & % of Total Net Income



Central support costs are shared between sectors based on the relative use of services and are reviewed annually.

Delivery by Knowledge Exchange and Communications Teams

The British pork industry has been generally successful in the last five years. However, our immediate competitors in Europe have also improved their performance and so continuous improvement is needed if we are to compete.

Relative productivity and the cost of production are not the only challenges facing the English pig sector. This country has a well-earned reputation for high welfare production. We can maintain and enhance that reputation and be in a strong position to demonstrate the progress we are making through Real Welfare data. Maximising trust among our customers by producing safe and fully traceable pork and pork products can add value to our markets. Demonstrating the responsible use of antibiotics will ensure proportionate regulation and help protect the reputation of the industry in the eyes of our customers both at home and overseas. Producing in an environmentally sensitive way will also deliver the same benefits.

The Knowledge Exchange and Communications Teams will deliver new and innovative ways to help pig production and processing businesses benefit from these challenges. We will focus on;

- Gathering competitive knowledge from our competitors through running the €2 million EU funded EUPIG network over the next four years.
- Farmer to farmer learning to stimulate uptake of innovative approaches to production, including poultry producers.
- Use financial modelling in all our contacts with our levy payers to ensure that all activity is focused on the bottom line.
- Harness the power of data through further development of the Pig Hub and abattoir feedback
- Research existing and emerging methods of carcase classification, including methods of measuring meat quality, with the intention of stimulating the introduction of a new system in Great Britain by the end of the three year plan.
- Enhance pig health and welfare by coordinating industry and government activity through the Pig Health and Welfare Council. This will include coordinated action to promote responsible use of antibiotics.
- Protect the safety of pork and pork products through appropriate research and enhance traceability through SIRA (Stable Isotope Technology)
- Use the increasingly concentrated structure of the industry to engage more effectively and inspire producers to achieve more profitable and resilient businesses.
- Work closely with colleagues in AHDB both in pork related teams and other teams to ensure maximum effectiveness.

Essential to success will be translational communications. Delivering a robust and integrated communication plan, driven by strategic information gathering, activity and outputs is where real value will be added. We will ensure that our target audiences receive messages that are timely and factual and are created using language that makes content relatable, and leaves the recipient with a feeling that opportunity for progress is achievable.

It is acknowledged that information will flow in both directions, between producers, processors, allied industries and AHDB.

We will be organizing delivery through four small, focused and integrated teams.

The Innovation team has spent the last two years adding rigor and robustness to the existing innovation/trial programme and has recently included the Focus Farm network to facilitate demonstration of new ideas and concepts and to encourage producer-producer communication. The addition of benchmarking and cost-benefit analysis has ensured that work is commercially relevant.

EU PiG will deliver best practice in a range of key priorities highlighted by the EU network. This information will be disseminated via the technical and communications teams through various channels. It is anticipated that this network will highlight gaps in new knowledge for trials and R&D (the latter run through the Agritech centres by collaboration with other partners). There will be more focus on generating new knowledge via technical reports and literature reviews. Meanwhile the trial programme will be developed to be more ambitious and provide more comparison style trials for the industry.

Links with universities and other research providers will remain important. We will help ensure that there is an overall assessment of R&D in the pig sector so that funders and providers can work in a coordinated way.

Alongside the Focus Farms we will investigate the “Pig farm of the future” by taking the most successful practices and ideas from across Europe and applying them on a single farm.

The Health and Welfare team will continue to foster close working relationships with Government and wider industry to provide robust and proportionate solutions to problems being faced by the industry. This means continued support and development of the Pig Health and Welfare Council and its strategy.

Core activity will focus on delivering activity to mitigate the key strategic threats that face the industry from 2017 to 2020. The health team will focus on antimicrobial resistance/reduction, biosecurity/health management and disease prevention/contingency planning, especially encouraging government to maintain effective safeguards against exotic disease that affect trade. We will look at contributing towards funding disease surveillance and health benchmarking at farm level.

The welfare team will focus on the continued development of on-farm measuring of welfare, improving welfare at slaughter and informing and influencing welfare policy.

Health management will become increasingly important over the next three years, and beyond, due to the demands on the industry to reduce antibiotic use. The need to maintaining our market lead in producing high welfare will be important, especially post Brexit. Meat quality and improving traceability are also significant areas of work, which will strengthen the British pork brand at home and abroad. The team will work alongside the marketing and export teams to ensure a cohesive strategy to achieve this.

The Buildings and Environment team will continue to support the industry to improve the performance of its building stock through a programme of knowledge exchange. We will identify new technologies and solutions which are relevant and those necessary to ensure compliance with environmental regulations, and provide local environmental protection.

The outdoor sector will continue to be supported by a programme of activity and trials developing its environmental credentials particularly in the areas of soil and water protection.

Active engagement with policy makers and regulators on environmental protection and sustainability will continue to keep the industry informed and well positioned as well as facilitating manageable regulatory positions.

The team will continue to work on matters of sustainability, measuring and disseminating robust information confirming pork as a high value meat protein with low environmental impact.

The Regional team is being refocused to ensure a joined up, value-added approach where regional managers will be linked to each part of the team. Messages from Innovation, Environment & Buildings, and Health and Welfare teams will be shared with the Regional team who will, alongside the Communications team, ensure a range of business enhancing activities are delivered.

The skills development offer will continue to be delivered and developed so that the industry is equipped with the right skills. PigPRO will provide a mechanism for easily recording professional development of individuals working in the industry.

Our key activities will be delivered in a mix of the following:

Campaign activity, **Core** activity or **Pulse** activity, all of which will be evaluated to ensure they are the most appropriate.

Individual businesses are looking for a more tailored/bespoke service from AHDB Pork KE. We will ensure we retain the best of our current offer and the Regional Team will develop as the public face of AHDB Pork at farm level, and take responsibility for disseminating and measuring the impact of the new strategic activities.

AHDB Pork Knowledge Exchange sits within the AHDB Technical Directorate which provides access to a wide range of scientists and technical specialists engaged across agriculture and horticulture. New ways of sharing and working with colleagues and partners will be mutually beneficial in improving the quality of our service without compromising the focus of our ambition for the pig sector.

Delivery by the Marketing Team

Two years ago we embarked on a strategy to rejuvenate the image of pork by making pork more relevant to today's consumers. This will continue. The strategy is essential because the British pork industry faces substantial issues with falling consumption, while the chicken market has enjoyed a sustained period of growth.

We know that consumers pick up chicken as a failsafe at the expense of pork. Kantar refer to 'for the fridge' purchases where chicken breasts or beef mince is bought without a cooking plan in mind because the shopper knows the purchases are versatile and is confident that they can do something with it. This is where quick cooking, midweek appropriate pork cuts need to be. Our ultimate goal is for shoppers to feel confident about picking up pork 'for the fridge' because they know there are a number of dishes they can cook with it.

We propose to invest in the initiatives outlined below to stimulate demand for fresh pork and to reverse the decline in pork consumption. Once consumers are confident about cooking and enjoying several midweek pork dishes, their frequency of purchase will increase, pork will become part of their repertoire and an item that they will gradually feel more and more comfortable buying 'for the fridge'.

The plan for the next 3 years is to continue to rejuvenate the Image of Pork. We propose to build on the solid foundations laid through the first execution of the rejuvenation strategy – the Pulled Pork Campaign. In the second execution we will target the midweek meal market for the following reasons:

- To increase frequency of fresh pork consumption and thereby stimulate demand and adding value to the carcass and levy payer businesses
- To demonstrate that fresh pork fits consumer midweek meal needs: quick, easy, tasty, healthy, versatile and preferably on trend. This will be demonstrated through a range of dishes
- To bust the myth that pork is a fatty and unhealthy meat thereby challenging longstanding perceptions
- The quick cooking, tasty, healthy and versatile attributes of lean pork run counter to many current negative perceptions of pork, in the same way that the succulent, tender and flavoursome attributes of pulled pork ran counter to perceptions of pork as a tough, dry and uninteresting meat
- 25.1% of all pork consumed in Britain, in home or carried out, is consumed on a Sunday. Targeting the midweek market will place less reliance on Sundays for pork and increase the frequency of consumption
- The fresh pork cuts that have been selected by the industry to fly the flag for pork in the next execution are loin medallions and fillet (whole or as medallions). The industry is struggling to sell loins (not withstanding bacon made mostly from EU loin) on the domestic market and British loin meat is often downgraded to EU price points due to lack of demand. In addition, there are many months in the year where there is a surplus of British loin in the market. There is also limited demand for pork fillet in the domestic market therefore the majority of British pork fillet is exported.
- The fillet and the loin should be valued as prime pork cuts, and yet both suffer from a lack of sufficient demand in the domestic market.

The midweek rejuvenation strategy, will be delivered by simultaneously working on stimulating **desire** for pork, the **visual appeal** of pork at the point of purchase, busting the negative **health** perceptions of pork and the eating quality. It is important to make progress on all of these fronts because:

- **Desire** - we need to stimulate demand for pork and inspire the under 55s in particular to secure a future market for pork
- **Visual appeal** - people buy food with their eyes
- **Health** – we want to remove the barriers for buying pork, particularly when there is a significant gap between perception and reality
- **Eating quality** – we need people to have an enjoyable eating experience so that they want to buy it again.

Activity on Meat and Health will be integrated into this programme as health is a key part of myth busting and influencing consumer attitudes to pork and pork products. There will be an ongoing need to address issues such the potential link between meat consumption and cancer. A small amount of expenditure will be used to fund work with schools as part of the AHDB Education strategy.

A greater overall level of investment is required for the midweek market than the Pulled Pork Campaign because this is a bigger opportunity and a tougher market to break into.

We aim to remind consumers about pulled pork at a relevant point each year utilising the cost effective in-store and social media communication channels.

Expenditure on marketing campaigns in the last three years (including this years' budget and including sausage week, health and education work and staff costs) while we have been featuring Pulled Pork has averaged £3.5 million per annum.

We plan to significantly increase levy investment in year 1 to £4.13 million in the launch phase of the new campaign, including the carryover of £250k from the current year. In years 2 and 3 we plan to increase levy investment by £200k a year above the original budget.

The increased spending will be focused on TV advertising. Following advice from processors and in consultation with our media buyers we are planning one 4 week burst of TV activity in September 2017 aiming to achieve 550 TVRs (television viewing rates – the proportion of the target audience that have the opportunity to see our TV advert). The TV campaign will be coordinated with processors and retailers and integrated with in-store activity, advertising in print media, digital media and social media.

For indicative purposes, if 35% more pork buying households bought an additional pack of loin steaks per year at £3.49 (the average loin steak pack price at September 2016), it would deliver an incremental retail sales value of £14,280,557.

Delivery by the Export Team

Although the UK is a net importer, issues of carcase balance, opportunities to extract better value and weaker domestic demand have all encouraged English processors to look at exports more

strategically and they are now an essential part of their businesses. In particular, pork exports now represent nearly a third of the total industry output and further growth is planned by UK major pork processors.

With the opening of new non-EU markets and China in particular, exports have not only shown strong growth in volume terms but an increase in added value for the 5th quarter in particular. That market alone has seen export volumes and values for pork and offal increase by 75% and 100% respectively. Export opportunities for higher value cuts have also grown in market such as Australia and the USA. Half of all exports of pork and offal now go to non-EU markets.

We plan to build on this success to help the industry further grow exports in volume and value both by developing current markets and opening new ones. This has the added benefit of mitigating the risk of being overcommitted to one market in particular as trade can be affected by political and economic risk as well disease and food safety issues.

The plan will focus on:

1. Gaining and maintaining Market Access

This will continue to be a core part of the export strategy and delivery as it underpins all market development work and is a key area where AHDB can contribute and add value. We will:

- Work with government to identify priorities and ensure follow-up.
- Support inward technical and approval inspection visits and outward government to government negotiation missions.
- Ensure that the maintenance of current approvals and certification arrangements are not compromised due to a change in UK's trading relationships post Brexit.
- Work with exporting businesses on technical requirements and standards – to deliver this AHDB has enhanced its delivery structure with a Global Supply Chain function specifically aimed at improving performance in this area.

China remains the key priority both in terms of ensuring that current status is at least maintained and more plants and an extended list of products are secured. This will include processed products.

Other markets identified where progress on access is required include India, Vietnam and Australia (processed pork products) whilst access to Taiwan will continue to be sought.

2. Developing current and new markets

We will continue our trade development activity through the organisation of trade missions, presence at key trade shows and events both to provide a platform for our exporters and to communicate core messages on the values and quality of British Pork with specific focus on UK's high health and welfare status. We also align with the government 'Great' campaign where possible to reinforce the national branding message. Resources for delivery will continue to be shared with the other AHDB livestock sectors.

While we will continue to work with industry to increase the volume of exports of pork and 5th quarter products, we will also seek opportunities to promote the export of processed products and we will initiate work to open and develop the Chinese market as a priority and continue our work to develop

the Indian and sub-Saharan African markets. We will also aim build on success in marketing high welfare British pork in North America and the Caribbean region and strengthen our activities on these important markets.

3. Increasing support for government to government dialogue in China

AHDB currently funds 85% of the cost of an Agriculture Counsellor post in Beijing. This arrangement will need to be renewed when the initial 3 year agreement ends in 2017. This cost would be shared with the Beef and Lamb and the Dairy sector.

We plan to increase investment in exports promotion by £100k a year.

Delivery by Market Insight Team

Market intelligence is vital to enable business to take effective decisions. We are already making a stride towards consistent thought leadership in our MI work as our recent series of Horizon reports on Brexit highlights. We will move from explaining what has happened to looking at what might happen to markets. We will deliver more horizon-scanning analysis to help the industry and inspire action across our industry. With commercial and pragmatic know-how from across the agri-food sector at the core, our expertise will give levy payers' businesses world-leading intelligence and insight that will inform their decisions for today, tomorrow and the longer-term. We will focus on;

Market data: collecting, collating and disseminating data to the industry are the core building blocks of market intelligence. We will continue to devote resources to activities such as price reporting in the UK, and the publication of other data on the AHDB website in a way that is appealing and useful to the industry.

Analysis and Insight: using the broad range of data we collect combined with our growing network of contacts within and outside this country will enable us to help the industry explain the current and future dynamics of the market. We will focus increasingly in helping the industry understand and respond to the implications of Brexit as details about future policy and trading relationships emerge. We will continue to commission and interpret research into consumer trends in support of our promotional activity at home and overseas.

In recent years levy investment in Market Intelligence has increased from £590 (2014/15) to an expected £688 this year. This has been mainly to cover the costs of expanding pig price reporting, improving the flow of young market analysts coming into the business and improving our evaluation of our activity. It is planned that further efficiency savings can be made freeing up resources to be directed to enhancing our analysis and insight. In years 2 and 3, an increase of £30k per annum is proposed to cover externally commissioned work on the implications of Brexit

AHDB Support for Delivery

A range of support services are essential for the efficient running of any business. AHDB Pork will share the cost of services such as finance, HR, IT and office facilities. There are also costs of running the Pork Board through the Sector Director. In recent years these total support costs have been £1.1 million and have fallen from 13% of income to an anticipated 12.3% this year.

Efficiency savings arising from the restructure have been identified and were discussed with the Pork Board in early 2016. These efficiency savings will continue to be built into budgets over the next three years.

Detailed Activity and Tasks

The AHDB Inspiring Success strategy outlined 13 strategic activities to deliver the Pork plan. The AHDB staff team are proposing a number of tasks and projects to deliver the 13 strategic activities. These are detailed in the following tables along with the budget (including staff and overheads), the target for 2019/20 and the KPI's for years 1, 2 and 3.

The Pork Board will be updated on these KPI's on a regular basis so that progress can be monitored and appropriate actions taken.

Pork strategic activity 2.1	Enhance pig health and welfare We will develop the infrastructure to facilitate a reduction in medicines use while driving productivity and protecting pig welfare. We will develop the collection and communication of Real Welfare to enhance productivity and the reputation of English pig farming. We will work with government to ensure contingency planning in the event of an exotic disease outbreak is effective.			
Pork strategic activity 2.1	Target (2019/20)	KPI - year		
		1	2	3
	<i>Improve the health and welfare of British pigs by 10% as measured by the new Pig Health Index (surveillance, mortality and medicines use combined) (To be developed by the Technical subgroup using readily available information by July 2019)</i>			
Tasks to deliver activity				
2.1.1	Help the industry reduce antibiotic use in line with national targets through the development of eMedicines Book and delivery of management advice. Coordinate with activity undertaken by other organisations through the Pig Health and Welfare Council (PHWC).			
2.1.2	Enhance industry ability to manage existing and emerging pig disease through improved on farm surveillance. Coordinate with activity undertaken by other organisations through the PHWC subgroup			
2.1.3	Improve pig welfare and the reputation of the industry through development and promotion of Real Welfare and targeted projects. Coordinate with activity undertaken by other industry organisations through the PHWC sub group			
2.1.4	Help ensure the production of safe pork and pork products through communication of knowledge about how to reduce risk at farm level and primary processing. Coordinate activity undertaken by other industry organisations through the PHWC subgroup			
2.1.5	Provide the secretariat and funding for the operation of the PHWC			
2.1.6	Help ensure the supply of good quality AI services to the English pig sector			

Pork strategic activity 2.2	Harness innovation through capturing and communicating best practice			
	Propelling the industry forward will come from understanding how the best businesses in this country and abroad operate and adapt and communicate that knowledge. We will help to prioritise research in those areas where this is a competitiveness gap. We will identify opportunities to improve productivity through enhanced national and international networks. We will refocus our Knowledge Exchange on areas that demonstrate maximum financial benefit			
Pork strategic activity 2.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>Producers we work with on productivity related activity will record as a minimum an agreed list of Key Performance Indicators that directly affect the profitability of their business. These KPI's which will improve on average by 10%</i>	2%	5%	10%
Tasks to deliver activity				
2.2.1	Undertake field trials that demonstrate potentially profitable innovation in pig production, including buildings and environmental impact.			
2.2.2	Develop the Focus Farm network to demonstrate the economic impact of adopting best practice.			
2.2.3	Organise 6 study tours to countries where adaptable best practice has been identified. Extensive use of all industry networks will be used.			
2.2.4	Help industry manage its impact on the environment through more efficient use of buildings, impacts of outdoor production and relationships with regulators.			
2.2.5	Undertake a programme of direct contact with producers based at a regional level to communicate best practice and effective techniques that aim to improve profitability			
2.2.6	Integrated communications programme to ensure the industry is informed and can act on the most up to date knowledge. This includes website, print, media relations and shows.			

Pork strategic activity 2.3	Help improve the collection, exchange and use of management data throughout the supply chain We will work with leading producers and processors to demonstrate the benefits of efficient data collection and sharing in the supply chain. We will encourage the use of on-farm recording in all contact that we have with producers and use this to measure the effectiveness of our activity. We will develop the PigHub as the core infrastructure to maximise the effectiveness of data exchange			
Pork strategic activity 2.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>Demonstrate the business benefit of automated data capture, integration and use along the supply chain and ensure its adoption covering 30% of production in England as measured through the PigHub or alternative systems</i>	5%	15%	30%
Tasks to deliver activity				
2.3.1	Implement the Focus Abattoir project to demonstrate the economic benefit of automated data capture and data sharing in the supply chain			
2.3.2	Develop and improve CCIR to deliver greater value and when sufficiently accurate transition to a new scheme to enhance health surveillance through better data.			
2.3.3	Develop the PigHub as the core infrastructure to maximise the effectiveness of data exchange in the primary supply chain.			
2.3.4	Collect, interpret and communicate data on industry average KPI's and costs of production			

Pork strategic activity 2.4	Stimulate the introduction of a new method of carcase classification The current system of assessing the value of a pig carcase is inadequate for the effective transmission of market signals from consumer to producer. We will research existing and emerging methods of classifying and valuing pig carcasses, including measures of quality, as a means of rewarding producers.			
Pork strategic activity 2.4	Target (2019/20)	KPI - year		
	<i>New methods of classifying and / or valuing pig carcasses used for 50% of slaughter pigs traded in England as measured by industry survey</i>	1	2	3
Tasks to deliver activity		Feasibility	Pilot	Implement
2.4.1	Undertake a desk top research project into existing methods of valuing pig carcasses in selected countries. Draw up a priority list of existing and emerging techniques including costs and benefits and establish an industry forum to determine which ideas to take forward			

Pork strategic activity 2.5	Introduce a new skills framework to improve skills in the industry, demonstrate a clear career path and attract new entrants Pig production in England requires highly trained staff to ensure we remain competitive. Existing training and development provision is fragmented and undervalued. We will introduce a national framework for training and development that is valued by employers and employees and recognises people as professionals in their work			
Pork strategic activity 2.5	Target (2019/20)	KPI - year		
		1	2	3
	<i>Managers and staff on assured farms in England that represent 70% of production are actively using the PigPRO database as measured annual</i>	10%	40%	70%
Tasks to deliver activity				
2.5.1	Deliver a suite of commercially relevant technical skills development products in all parts of pig farming from new entrants through to managers/owners			
2.5.2	Develop and launch PigPRO to create a central recording system of training achievement to replace PIPR			
2.5.3	Support Bright Crop to encourage new entrants into pig farming as part of the overall AHDB external skills strategy			
2.5.4	Participate in the EU financed skills programme to improve engagement with risk management and business planning			
2.5.5	Participation in AHDB external skills work including Agriskills Forum, Trailblazer apprenticeships and Agritech strategy skills group.			
2.5.6	PhD programme to encourage new scientific talent into the industry and funding for a pathology residency at RVC			

Pork strategic activity 2.6	Help build trust in the supply chain We will work with producers and processors to ensure movements of pigs and pork in the supply chain are monitored, production standards such as Red Tractor are appropriate and enforced and auditing of origin is enhanced using innovative techniques.			
Pork strategic activity 2.6	Target (2019/20)	KPI - year		
		1	2	3
	<i>80% of producer and processor users of eAML view it as "good" or "excellent" in an annual satisfaction survey</i>	70%	75%	80%
Tasks to deliver activity				
2.6.1	Operate the eAML system under contract to Defra and ensure that other industry benefits such as integrating with PigHub and disease contingency planning are maximised.			
2.6.2	Operate the SIRA traceability system to enhance industry assurance			
2.6.3	Support Red Tractor assurance			

Pork strategic activity 3.1	Rejuvenate the image of pork in the British market We will undertake promotional activity aimed at younger consumers featuring new and innovative presentations of pork in the context of meal solutions. We will build in the success of the Pulled Pork Campaign in attracting consumers to try pork and focus on mid-week meals. We will run campaigns that give a short-term return on levy investment as well the long term benefit of improving consumer attitudes.			
Pork strategic activity 3.1	Target (2019/20)	KPI - year		
		1	2	3
	<i>Improve consumer perception of pork as suitable for mid-week meals by 2% points from pre-campaign benchmark measured by consumer tracking and stem the decline of consumption to stabilise the proportion of households buying pork to 70% penetration, measured by Kantar usage data.</i>	+1%	+1%	+2%
Tasks to deliver activity				
3.1.1	Develop, create and execute advertising featuring loin medallions			
3.1.2	Sampling and preparatory work to develop featured cuts including meat quality and nutritional evaluation			
3.1.3	PR activity to support the campaign			
3.1.4	Social media including website development			
3.1.5	Sponsorship for LIPS			
3.1.6	Trade marketing support			
3.1.7	Evaluation			
3.1.8	British Sausage Week campaign			

Pork strategic activity 3.2	Communicate the benefits of pork consumption We will communicate balanced, evidence-based information to consumers and opinion formers about the benefits of including pork and pork products in a healthy balanced diets. We will also address growing misconceptions about production methods, welfare and environmental impacts			
Pork strategic activity 3.2	Target (2019/20)	KPI - year		
	<i>Halt the decline in consumer perceptions of the healthiness of pork and pork products compared to 2016 as measured 6 monthly by consumer tracking research</i>	1	2	3
		-2%	-1%	
Tasks to deliver activity				
3.2.1	Promote pork as part of a healthy balanced diet in conjunction with beef and lamb as part of the Meat and Health and Meat Matters.			
3.2.2	Promote healthy eating and a balanced diet through education channels as part of overall AHDB education activity			

Pork strategic activity 3.3	Promote the exports of pork and pork products We will work in cooperation with the industry and government where relevant to promote exports in existing and emerging markets and seek access to new markets and for new exporting companies			
Pork strategic activity 3.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>Increase the volume of pork and pork product exports to non-EU countries by 35% compared with 2016 and achieve 80% "good" or "excellent" average feedback from exporters using our services</i>	+5%	+20%	+35%
Tasks to deliver activity				
3.3.1	Trade development activity with a focus on major trade shows and intelligence gathering. There will be new activity in India, Australia and China			
3.3.2	Inward missions will focus on challenging areas such as China. Outward missions will focus on emerging and or prospective markets in Africa and South East Asia			
3.3.3	Genetics exports (both live, embryo and semen) will be supported. This can often help to build the reputation of British pork in target markets.			
3.3.4	Support will continue to be given for a dedicated post in the Beijing embassy in conjunction with other AHDB sectors			

Pork strategic activity 3.4	Consumer insight to assist businesses We will help the industry identify the opportunities that come from top class insight into consumer trends. We will research, interpret and communicate high quality analysis of consumer markets of interest to our levy payers. (Most of this activity is shared with other AHDB sectors)			
Pork strategic activity 3.4	Target (2019/20)	KPI - year		
		1	2	3
	<i>80% "good" or "excellent" rating in feedback from external customers and internal users of our service</i>	60%	70%	80%
Tasks to deliver activity				
3.4.1	Purchase and analysis of retail sales data including Kantar, NPD Crest (food service) and Pork Watch			
3.4.2	Regular tracking of consumer behavior and attitudes			
3.4.3	Ad hoc reports on developing trends, IGD membership and communications			

Pork strategic activity 4.1	International innovation monitoring and communication We will work with our networks, especially international ones such as EUPig and the International Meat Secretariat, to gather, interpret and communicate knowledge of new and emerging innovations that could be adopted in this country.			
Pork strategic activity 4.1	Target (2019/20)	KPI - year		
	<i>Increase distribution of the Interpig report by 50% and achieve an 80% "good" or "excellent" rating in feedback from readers within 6 months of publication</i>	1	2	3
Tasks to deliver activity		60%	70%	80%
4.1.1	Participate in the Interpig network of EU, North American and Brazilian pig industries to compare industry average KPI's and Cost of production annually			
4.1.2	Lead the EUPig (Pig Innovation Group) project consisting of 13 major pig producing countries with the objective of being able to exploit opportunities for coordinated KE.			

Pork strategic activity 4.2	Excellence in Market analysis We will continue to invest in quality market data collection, analysis and communication, both in this country and in competitor markets. We will build on excellent analytical and forecasting skills to assist levy payer business planning. This will be particularly important			
Pork strategic activity 4.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>80% "good" or "excellent" rating in feedback from external customers and internal users of our service in annual surveys</i>	60%	70%	80%
Tasks to deliver activity				
4.2.1	Maintain deadweight pigs price report systems and develop where required			
4.2.2	Data analysis including Big data project, software support and AHDB volatility project			
4.2.3	Overseas market intelligence			
4.2.4	Brexit implications work including third party econometric analysis			
4.2.5	Income offset from sale of data to media outlets and other customers			

Pork strategic activity 4.3	Promote the image of the industry We will defend and promote the image of pig production and processing using impartial evidence and, where required, seek enforcement of legislation and industry standards.			
Pork strategic activity 4.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>10% increase from 2017 base in the net positive coverage of the pig industry as measured through media monitoring every 6 months</i>	+3%	+6%	+10%
Tasks to deliver activity				
4.3.1	Media monitoring analysis and evaluation			
4.3.2	Media liaison to ensure proactive coverage in trade and general consumer media where required			
4.3.3	Media training for relevant industry spokespeople to be delivered by AHDB staff			
4.3.4	Support for Open Farm Sunday in conjunction with other AHDB sectors			