

The AHDB Beef & Lamb Plan

2017 - 2020

Introduction

This document has been produced in order to give topline detail about how the AHDB Beef & Lamb strategy will be delivered. The document works as a 'bridge' between the published Strategy and detailed Activity Plan which has been completed by the internal functions across AHDB.

The AHDB Strategy

The overall AHDB Strategy provides the context in which the Beef & Lamb and other sector strategies are implemented.

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

To achieve this there are four strategic objectives

1. Inspire British farming and growing 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 Priorities for the AHDB Beef & Lamb plan are:

Improve production consistency and competitiveness: We will prioritise a new pillar of work assisting producers to hone their skills and knowledge to breed, grow and finish beef and lamb to meet market requirements. This will operate in tandem with our research programmes in the genetic arena to increase awareness and use of 'estimated breeding values' in the selection of stock. Ultimately driving more consistent product through the supply chain which will make our industry more competitive.

Increase demand: Amplify our domestic marketing work by formulating an industry approach. Campaigns will be aligned with the supply base and retailers ensuring impact and industry uptake. This approach will also reach into the Halal market. In light of Brexit our export investment remains a key pillar of our work where we'll add value by delivering first class market access and trade development working alongside industry.

Better meat quality: Provenance alone will not safeguard our market and revenue share. We will grow expertise in meat quality, driving end to end best practice which is clearly differentiated to the consumer.

The Beef & Lamb Plan

The Beef & Lamb Plan will be delivered through 12 Strategic Activities. Each Strategic Activity is made up of a number of tasks or projects that will be delivered in the 3 years of the strategy.

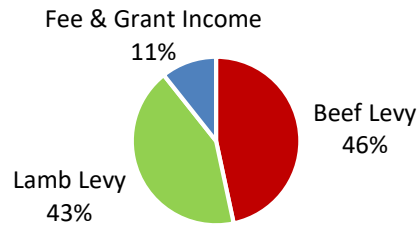
The tasks planned under each Strategic Activity, targets for the plan period and KPI's that will monitor progress are drafted in this paper.

Beef & Lamb Budget

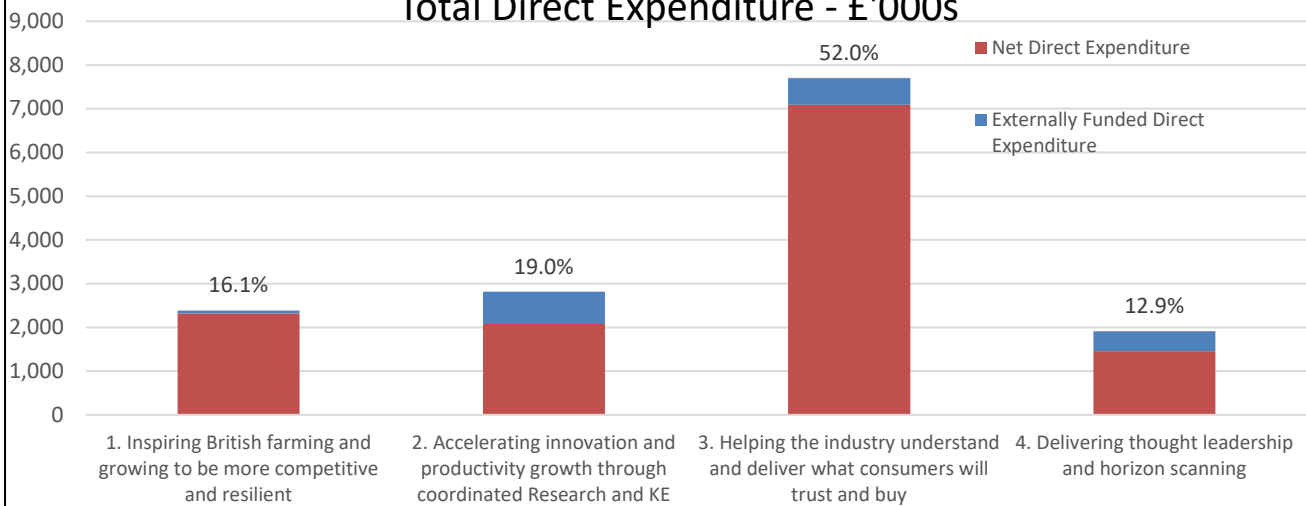
AHDB BEEF & LAMB - BUDGET PLAN 2017/18	Corporate Plan £'000
Gross Levy	15,791
Direct Levy Collection Costs	-230
Net Levy Income	15,561
Fee and Grant Income	1,853
Bad Debt	-50
TOTAL NET INCOME	17,364
DIRECT EXPENDITURE	
1.1 Increase the number of beef & lamb animals that are meeting supplier specifications.	-1,240
1.2 Increase the eating quality of beef and lamb	-735
1.3 Engaging levy payers with production costs	-405
2.1 Driving greater on-farm uptake of genetic potential by increasing the use and understanding of estimated breeding values (EBVs).	-1,433
2.2 Improve the efficiency of meat production through improved nutrition and management	-545
2.3 Improved animal health and welfare to improve productivity, while reducing costs and driving uptake of best practice of on-farm medicine use	-828
3.1 Develop, deliver and promote beef and lamb products	-2,985
3.2 Drive a greater understanding and nurture the development of the halal marketplace in the UK and targeted export markets	-207
3.3 Exploit fresh international trade opportunities and protect current levels of trade	-4,294
3.4 Promoting the nutritional and environmental benefits of beef and lamb to the public	-211
4.1 Increase the quality of industry intelligence for producers and processors to help deliver a more profitable value chain.	-834
4.2 An agile and impactful communications plan to levy payers and stakeholders highlighting the benefits of AHDB Beef and Lamb, delivered through improved audience segmentation.	-1,075
TOTAL DIRECT EXPENDITURE	-14,792
SUPPORT	
Sector Specific Administration	-419
Central Support	-1,179
TOTAL SUPPORT EXPENDITURE	-1,598
TOTAL EXPENDITURE	-16,390
Operating Surplus/(Deficit)	974
Non-operating items	-5
Retained Surplus/(Deficit)	969
Support Expenditure % of Income	9.2%
Central Support % of Income	6.8%
Reserves	
Opening General Reserves	4,337
Retained Surplus/Deficit	969
Closing General Reserves	5,306

Beef & Lamb Budget Plan Net Income £'000s

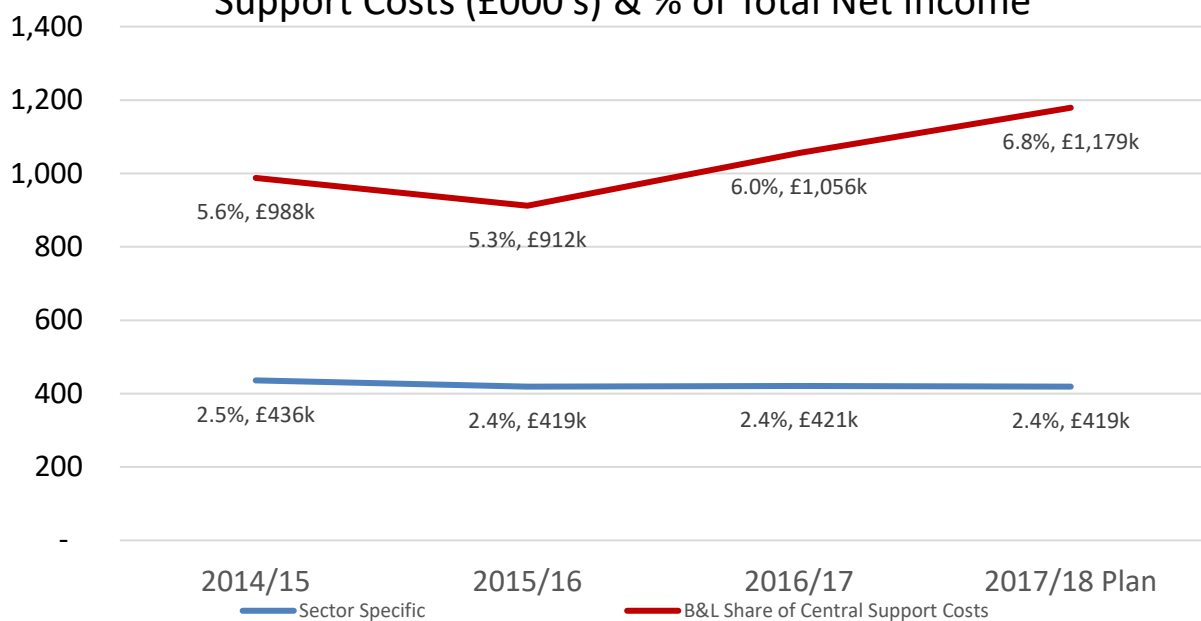
Total: £17,364



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 Research Team

The Research team primarily addresses the key Beef & Lamb priorities to improve production consistency and competitiveness and makes a contribution to our priority of better meat quality.

The team will contribute to the evaluation of new approaches to meat quality. They will initiate research to pilot the use of genomics for improving meat quality in beef cattle and sheep.

The team will play a pivotal role to develop greater on-farm uptake of genetic potential by increasing the use and understanding of estimated breeding values (EBVs).

Signet Breeding Services will continue to deliver breeding services for sheep breeders and in those breeds of cattle where an alternative service is not available. To further develop the service, during the course of the plan we will use a new fee structure to drive the electronic submission of recording data. The Signet team will continue to support its members and the wider breeding community through participation in Knowledge Exchange (KE) activities – primarily aimed at pedigree breeders. In addition AHDB will recruit a new member of staff to implement a programme to deliver EBVs for the sires of crossbred animals at the point of sale and to specifically work with the beef breeds to enable the uptake of new knowledge. We will also develop pilot initiatives to encourage DNA sampling and pump-prime the use of genomics in the breeding sector.

In addition to the existing research portfolio addressing improved production efficiency through management, health, nutrition and breeding, there will be development of the RamCompare programme into its second phase, building on success and increasing its impact, the establishment of the Challenge Sheep project, driving better knowledge of profitable sheep management, and the initiation of projects under the Beef Knowledge Partnership call.

Delivery by Knowledge Exchange Team

The Knowledge Exchange Team primarily addresses the priorities around the creation of a more competitive beef and lamb supply chain. The team will deliver a programme of regional stakeholder engagement in addition to implementing work which will increase the number of cattle and sheep hitting market specification. This will include:

- Supply Chain Optimised Finisher Farms: working with retailer supply chains to identify their ideal specification then monitor and improve the numbers of stock hitting that target. This will include investment on 6-8 beef /lamb Supply Chain Optimised Finisher Farms in new technologies to monitor animal performance e.g. EID, weigh cells and body imaging technology to assess DLWG, health, feed intakes and carcass traits through the later growing and finishing phases through to slaughter
- Beef and Lamb Improvement Farms – These farms will focus on medium to long term activity to get more stock in spec such as health, nutrition and genetics in order to optimise output, and produce additional stock that will hit target specs. These could include calf rearing units, sheep farms and suckler farms
- Genetics and Breeding – working with both dairy and beef farmers to increase the use of beef EBV's when choosing a bull, including understanding market requirements, use of sexed semen and Artificial Insemination on beef farms.

- Train the Trainer – increasing the number of trainers who can deliver selection for slaughter KE messages. A pool of up to eight trainers will be identified and developed through regular CPD so they are able to work across the regions to support our selection delivery. They will also proactively identify third party events themselves to deliver at. Target for each trainer to deliver six-ten live selection events per year.

Delivery by Marketing Team

The Marketing team addresses the objective to develop the market for English quality assured beef and lamb at home and abroad.

As the challenges for beef and lamb are different there will be stand-alone campaigns for each. For beef we will increase consumer confidence and satisfaction with beef purchases while reducing the barriers to purchase and for lamb increase the volume and frequency of lamb sales to younger consumers. The mini-roast TV campaigns will end in 16/17 as planned.

We will divest stand-alone trade brand pillars and UK trade events and have a single integrated approach across our domestic marketing which is truly industry led. We will work with businesses within the value chain to understand and assist them in meeting their objectives to sell English beef & lamb whilst cross selling the end to end AHDB product portfolio. The single integrated approach which will include first class account management will maximise our relationships with supply, retail and foodservice base by delivering a campaigns which they have bought into ahead of launch.

We will deliver increased supply chain uptake of the Quality Standard Mark and trial the Quality Standard Mark Plus scheme, whilst support industry with meat quality best practice. We will explore research into new technology on carcass classification based on quality and sales value rather than yield.

An estimated 40% of meat consumption by Muslims is sheep meat. We will carry out a market research project in the UK, increase supply chain engagement by appointing a dedicated resource to the Halal supply chain and deliver a bespoke Halal consumer campaign.

We will continue to invest in health & nutrition work and join forces with other AHDB sectors on a joint education strategy.

Delivery by Export Team

Our export strategy has been consistent in seeking a harmonious development between the various markets and more added value through sales of cuts and added value products. This includes the rebalancing exports from the declining French market to other EU markets, principally Germany and Poland and, in the medium to long term, EU and Third Country exports. It is important to proactively prepare for Brexit and changes that will affect trade.

Our approach with lamb has always been highly strategic in view of the importance of exports for the sector and its large relative size. In contrast, although the UK is the third largest producer of beef in Europe, our robust consumption and wealthy market does not free large export volumes, particularly

for some high value cuts. Also, our prices and quality are traditionally at the high end of the European spectrum with much more competition than for lamb. Thus, a more tactical approach is favoured.

There are three strands to this approach:

- Development of European sales of premium beef, technical cuts, manufacturing beef and offal.
- Development of premium beef sales to Third Countries
- Development of sales of frozen offal, low value and technical cuts to Third Countries.

The importance of access to the widest possible variety of markets has never been so acute due to the large number of livestock commodities, ever fiercer competition, tight export margins, the onset of Brexit and exporters' requests.

In 2017, progress is expected in key markets such as the Philippines (beef), Japan (beef), USA (beef and lamb), RSA (lamb), KSA (lamb) and, of course, China (beef and lamb).

AHDB Beef & Lamb supports a small programme of promotion of exports of bovine and ovine germplasm. This programme complements the main meat export programme in promoting the excellence of British genetics.

A plan will be developed to set out key actions in the event of an incident / exotic disease outbreaks including a follow up plan to re-visit markets to ensure clear understanding and prevent de-listing or, failing this, rapid re-approval.

We will engage with government on supporting the 'Great Campaign', 'Export Action Plan' and the Ag. Counsellor post in Beijing.

Due to the uncertainties of EU co-funded projects from 2017 onwards, potential alternative financial resources will be discussed with Defra.

Delivery by Market Intelligence Team

The MI team addresses the priority to deliver thought leadership and horizon scanning. Market intelligence is vital to enable businesses 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'll move from explaining what has happened to looking at what might happen to markets. We'll 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 increasing 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.

Delivery by Communications Team

Delivering an agile and impactful communications plan is essential and The AHDB Beef & Lamb strategy places a specific focus on delivering 'an agile and impactful communications plan' with 'segmentation and targeting of producer audiences to deliver uptake of AHDB Beef & Lamb messaging'.

Providing communication with impact will require a strong focus on clear key messaging with well-structured delivery across AHDB's digital, press and events platforms. The Marcomms team will work with KE, Market Development and MI over the next few months to pull out key Marcomms campaigns for the year around activities on strategic issues – e.g. selection, halal, BVD, Farmbench and exports. Structured messaging will be developed across the year on these key areas of activity which can be systematically evaluated and delivered cost effectively. This work will include a review of the BRP Bulletin and technical e-newsletters to ensure content is strategically relevant and contains clear calls to action and uptake. The Marcomms team will also be heavily involved in the migration of digital content onto the new cross-sector AHDB website during the year.

Segmentation work has begun on the Beef & Lamb database, and an assessment of the quality and scope of current data. This is being done in-house and will be a basic segmentation, with topline findings available in March.

A more sophisticated segmentation will require liaison with the KE and MI teams to determine what data would need to be collected, how it is to be used and how the Beef & Lamb offering could be differentiated for different segments, before further additional investment. This is to ensure we segment effectively for the intended purpose. Work is also planned to survey vets and consultants to determine the role they can play in helping amplify AHDB KE messages and how information may need to be packaged for these audiences.

In terms of issues management daily media monitoring feeds across AHDB have been streamlined into three areas: mentions of AHDB, AHDB brands and key words for issues management purposes. This has dramatically reduced duplication and delivered savings in clipping costs and licence fees. The new feeds also allow all recipients to view cross AHDB coverage. The Media and PR team is carrying out a review on issues management best practice across all sectors, taking into account the sensitivities of different sectors on key issues.

AHDB Support for Delivery

A range of support services are essential for the efficient running of any business. AHDB Beef & Lamb will share the cost of services such as finance, HR, IT and office facilities.

B&L strategic activity 1.1	<p>Increase the number of beef & lamb animals that are meeting market requirements Processors remain focused on specification, whether it be movement, weight, conformation or age in order to match customer requirements. Not meeting specification is heavily impacting upon producer profitability. We will deliver tools to increase number of stock attaining the right specification at the right time to the right market through maximising genetic potential, on farm management and marketing decisions. We will encourage uptake of sexed semen to increase genetic value and develop 'Beef Focus Farms'</p>			
B&L strategic activity 1.1	Target (2019/20)	KPI - year		
	<p><i>Increase the number of cattle and sheep hitting market specification to 58% by 2020, measured by an assessment of classification (through MI)</i> <i>Return on Investment: 15:1</i></p>	1	2	3
		<p>Beef 2% Lamb 1%</p>	<p>Beef 4% Lamb 2%</p>	<p>Beef 6% Lamb 3%</p>
Tasks to deliver activity				
1.1.1	Supply chain integration programme: Developing a network of supply chain focused farms together with specific supply chain activity including live to dead events. Research will also be undertaken into evaluating the benefits of integration in beef supply chains			
1.1.2	Farm excellence platform: Developing B&L KE through a series of focus farms (3 beef and 3 sheep) and delivering technical information through meetings, demonstrations and events			
1.1.3	Collect a viable sample of sheep and beef classification data to enable reporting of trends in carcass quality			
1.1.4	Help ensure the industry has the correct tools and resources to meet the specification targets including online.			

B&L strategic activity 1.2	Increase the eating quality of beef and lamb After price, quality is the next key driver of choice for consumers. Beef and lamb is facing direct competition from chicken, which is seen as a more consistent product. We will deliver increased supply chain uptake Quality Standard Mark and trial the Quality Standard Mark Plus schemes, whilst support industry with meat quality best practice. We will explore research into new technology on carcass classification based on quality rather than yield.			
B&L strategic activity 1.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>Increase consumer taste perceptions of beef & lamb to 51% and 46% respectively by 2020. (Measured YouGov)</i>	Beef 1% Lamb 1%	Beef 2% Lamb 2%	Beef 3% Lamb 3%
	<i>Retail tenderness survey results for beef (3.1kg) and lamb (2.4kg)</i>	Maintain	Maintain	Maintain
Tasks to deliver activity				
1.2.1	Lead the beef & lamb industry in reviewing carcass classification and a potential alternative to the EUROP grid post Brexit.			
1.2.2	Undertake programmes which will improve overall meat quality and consumer satisfaction. Develop a pilot programme for genomic selection for meat quality and meat sampling.			
1.2.3	Adding value and innovation to the B&L sector by continued research and development into alternate cooking methods, allied to cut product selection and product launches.			
1.2.4	Develop the Quality Standard Mark focusing on business to business awareness and usage. Deliver the new QSM Plus to the market and establish its role			

B&L strategic activity 1.3	Engaging levy payers with production costs AHDB Stocktake data continues to show a stark difference in business performance between the top and average beef and lamb producers. There are significant differences in producers' ability to manage fixed costs and maximise output. Adopting and rolling out AHDB's Farmbench costings system in addition to exploring industry partnerships will provide a consistent platform for increasing farmer understanding of, and engagement with, costs of production. This will help address industry inconsistencies in accounting conventions which act as a barrier to engagement and restrict like for like comparisons between farm enterprises.			
B&L strategic activity 1.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>5% increase of farm profitability (per hectare) over a 4 year period by comparing performance of approved Farmbench users benchmarking for any two consecutive years, indexed to remove market volatility</i>	2%	3%	5%
Tasks to deliver activity				
1.3.1	Farmbench: The maintenance and development of a whole farm benchmarking programme for English Beef & Lamb producers. Simplifying data collection to widen the uptake of benchmarking.			
1.3.2	Feedback of benchmarking data to Beef & Lamb producers via reports and group activities.			
1.3.3	International benchmarking of English COP data via Agribenchmark.			

B&L strategic activity 2.1	Driving greater on-farm uptake of genetic potential by increasing the use and understanding of estimated breeding values (EBVs). Genetic expertise is required to drive and deliver increased specification targets which will result in increased producer profitability. We will deliver a programme of research to deliver innovation in the genetic improvement of beef cattle and sheep. We will increase the impact of superior genetic stock through enhanced engagement with both commercial and pedigree producers.			
B&L strategic activity 2.1	Target (2019/20)	KPI - year		
	<i>Increase the use of EBVs to select replacement stock for breeding beef cattle by 2020. (Base measured as 47% for beef and 40% for lamb in 2016 by The Defra Farm Practices Survey)</i> <i>Return on Investment: 10:1</i>	1	2	3
		Beef 1% Lamb 1%	Beef 2% Lamb 2%	Beef 3% Lamb 3%
Tasks to deliver activity				
2.1.1	Developing and delivering new tools for genetic improvement			
2.1.2	Developing and delivering genetic evaluation using Signet, Ramcompare and Ramcompare II			
2.1.3	Beef Feed Efficiency Programme			

B&L strategic activity 2.2	Improve the efficiency of meat production through improved nutrition and management The use of grass and forage has a crucial role in the perception of the industry and in the profitability of systems. A renewed focus on production per hectare drives producers towards making the most of their resources including use of supplementary feeds where appropriate. We will deliver best practice in integrated crop and animal systems which require the development of best to ensure the outcomes are appropriate.			
B&L strategic activity 2.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>R&D projects commissioned and managed in the plan period on cattle nutrition and management achieve 90% green rating in technical RAG review</i>	80%	85%	90%
	<i>R&D projects commissioned and managed in the plan period on sheep nutrition and management achieve 95% green rating in technical RAG review</i>	95%	95%	95%
Tasks to deliver activity				
2.2.1	Developing the underpinning knowledge base to support improved production systems			
2.2.2	Challenge Sheep			
2.2.3	Developing a precision approach to forage production			

B&L strategic activity 2.3	<p>Improved animal health and welfare, while reducing costs and driving widespread uptake of best practice of on-farm medicine use</p> <p>Poor animal performance due to diseases and sub-optimal management is responsible for a significant drop in productivity. We will provide evidence of the consequences of disease and management. Well-planned KE programmes are required to continue to communicate best practice to producers, alongside up-to-date information from projects on how to instigate behaviour change in this area. Tackling antimicrobial resistance in humans is a key priority for the Government which is asking the UK livestock sector to deliver a plan for reduction of use in animals. We will work with industry organisations such as RUMA and VMD to develop and coordinate industry information. Clear evidence will be provided to producers on how a reduction in antimicrobial use is possible without affecting animal performance. This will be supported with embedding best practice into our KE activity, alongside work conducted by CHAWG and SHAWG. A continued focus on appropriate use of other medicines, such as anthelmintic for parasite control, will be maintained.</p>			
B&L strategic activity 2.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>R&D projects commissioned and managed in the plan period on cattle health and welfare achieve 90% green rating in technical RAG review</i>	86%	88%	90%
	<i>R&D projects commissioned and managed in the plan period on sheep health and welfare achieve 90% green rating in technical RAG review</i>	88%	89%	90%
Tasks to deliver activity				
2.3.1	Develop the knowledge base to enable producers to focus on effective strategies for key disease and parasite management in cattle and sheep including running of SHAWG, support for CHAWG and a series of PhD's.			
2.3.2	Working alongside RUMA on best practice and producer communications whilst working to develop a system for recording use of antimicrobials in ruminant production			
2.3.3	Support for BVD initiative and better data integration, TB Hub and support for activity around AMR.			
2.3.4	We will develop a livestock industry data exchange hub (LIDEH) with stakeholders to ensure greater integration of existing data sets and exploitation of new ones.			

B&L strategic activity 3.1	Develop, deliver and promote beef and lamb products Beef and lamb is facing direct competition from chicken, which is seen as a more consistent product and easier to prepare. Sales of both meats are in long term decline. Our beef and lamb campaigns will be aligned with the supply base and retailers ensuring impact and industry uptake.			
B&L strategic activity 3.1	Target (2019/20)	KPI - year		
		1	2	3
	<i>Maintain the current rate of value growth (ex. inflation) for home produced primary beef in the retail market at +1.3%</i>	1.4%	1.3%	Review
	<i>Slow the current rate of value decline (ex. inflation) for home produced primary lamb in the retail market at -1.0%</i>	-0.8%	-2.2%	Review
	<i>Increase purchase of beef products at foodservice</i>	2.91%	2.91%	2.91%
	<i>Increase purchase of lamb products at foodservice</i>	0.55%	0.55%	0.55%
	<i>Campaign baseline and targets TBC</i>	TBC	TBC	TBC
Tasks to deliver activity				
3.1.1	Maintain a programme of market insight across UK retail & foodservice to underpin market development campaigns using the unique selling points of English Beef & Lamb and displacing exported products			
3.1.2	Great British Beef Week			
3.1.3	Love Lamb Week, EU Lamb Campaign			
3.1.4	Consumer marketing for 17/18 including Red Tractor BBQ campaign, recipe development and digital work via simplybeefandlamb.co.uk			
3.1.5	New campaign development for 18/19			
3.1.6	Support Red Tractor assurance			

B&L strategic activity 3.2	Drive a greater understanding and nurture the development of the halal marketplace in the UK and targeted export markets			
B&L strategic activity 3.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>Increase engagement with Halal supply chain resulting in increase in levy payer satisfaction of 15% (as measured by Halal Processor Survey)</i>	Develop baseline	+7%	+15%
Tasks to deliver activity				
3.2.1	Supporting the growing and important halal sector within the domestic & export markets. Develop relationship with key Halal retailers and processors. Undertake two key promotional activities during two key festival periods. Undertake stun recovery trials and scope Halal assurance scheme.			

B&L strategic activity 3.3	Exploit fresh international trade opportunities and protect current levels of trade Post Brexit, AHDB must continue to protect the sector's strategic interests in existing and potential overseas markets. The EU lamb market in particular is critical due to its key role in providing balance to the UK domestic market. We will work in cooperation with the industry and partners to promote exports in new and emerging markets and seek access to new markets and for new exporting companies. Key focus will be on trade missions and maximising the opportunities arising from AHDB's Beijing Agriculture post.			
B&L strategic activity 3.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>Maintain current volume export levels in established markets for beef and lamb to 2020</i>	=	=	=
	<i>Increase the usage of QSM logo for in France & Belgium by 15% in 2020</i>	5%	10%	15%
	<i>Minimum 5 'new' sheep meat certs in 2017/18</i>	5	TBC	TBC
	<i>Increase in non-EU 5th quarter sheep meat exports</i>	10%	20%	30%
	<i>Return on Investment: ROI of 5+ to 1</i>			
Tasks to deliver activity				
3.3.1	Adding value through differentiation through the foodservice & retail in France & Belgium.			
3.3.2	Progress market access approvals to open third country export opportunities. Provision of technical support to DEFRA in the drafting of export health certificates and the prioritisation of market access work.			
3.3.3	Export of Beef & Lamb into third countries.			
3.3.4	Promote exports of bovine germplasm to Third Country markets and promote exports of ovine germplasm to Third Country markets.			
3.3.5	AHDB co-funding share of Ag. Counsellor post in Beijing to progress on market access priorities and resolution of problems.			

B&L strategic activity 3.4	<p>Promoting the nutritional and environmental benefits of beef and lamb to the public We will communicate balanced, evidenced based information to consumers and opinion formers about the benefits of including beef & lamb in a healthy balanced diet. We will also address any misinformation and / or misconceptions about the role of beef and lamb in relation to human health, production method, animal welfare and environmental impacts. We'll do this by buying into AHDB's combined education health and nutrition programmes in addition to working with key industry partners.</p>			
B&L strategic activity 3.4	Target (2019/20)	KPI - year		
		1	2	3
	<i>Halt the decline in consumer perceptions of the healthiness of beef & lamb products compared to 2016 as measured 6 monthly by consumer tracking research</i>	-2%	-1%	=
Tasks to deliver activity				
3.4.1	Promote beef & lamb as part of a healthy balanced diet in conjunction with pork as part of the Meat and Health and Meat Matters. Taking a lead on key industry issues should as IARC report.			
3.4.2	Promote healthy eating and a balanced diet through education channels as part of overall AHDB education activity.			

B&L strategic activity 4.1	Increase the quality of industry intelligence for producers and processors to help deliver a more profitable value chain Producers and supply chain businesses are asking for more market intelligence insight in addition to provision of price reporting and market data. This will help drive more informed business decisions. 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 businesses planning.			
B&L strategic activity 4.1	Target (2019/20)	KPI - year		
		1	2	3
	<i>The step change in relevant MI outputs will underpin an increase performance rating on Levy Payer Satisfaction Survey, growing by 1.2 points on 2016 levels in year 3</i>	0.4	0.8	1.2
Tasks to deliver activity				
4.1.1	Maintain price report systems and develop where required			
4.1.2	Data analysis including Big data project, software support and AHDB volatility project			
4.1.3	Overseas market intelligence			
4.1.4	Brexit implications work including third party econometric analysis			
4.1.5	Income offset from sale of data to media outlets and other customers			

B&L strategic activity 4.2	An agile and impactful communications plan to levy payers and stakeholders highlighting the benefits of AHDB Beef and Lamb, delivered through improved audience segmentation			
B&L strategic activity 4.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>Increase of 10% in the number of beef and sheep producers making changes to their farming practice as a result of using AHDB tools and services by 2019/20. As measured in annual survey from a baseline of 50% in 2015.</i>	53%	56%	60%
Tasks to deliver activity				
4.2.1	Engagement with key media to improved communication of AHDB technical messages and defend the industry			
4.2.2	Clearly targeted communications to relevant levy payer groups using segmentation techniques			
4.2.3	Undertake range of events including stakeholder conference and technical events			