

The AHDB Potato Plan 2017 - 2020

Introduction

This document has been produced in order to give topline detail about how the AHDB Potato 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. This plan will also give further information on budget allocations allowing the Potato Sector Board to have the detail they require in order to sign off the plan.

The AHDB Strategy

The AHDB vision is to be "A world class food and farming industry inspired by and competing with the best". The AHDB Strategy sets the overall direction and context for the sector strategies through four strategic objectives.

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 Potato plan

The Potato Plan will be delivered through 15 Strategic Activities under the AHDB objectives. 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 KPIs that will monitor progress are detailed at the end of this paper.

Potato Budget

The following table summarises the planned budget.

Key points to note are:-

- A small increase in **levy income** is anticipated as trade has been firm and crop areas increased.

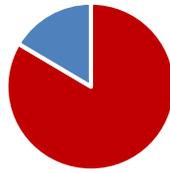
- **Non levy** income is expected to reduce over time as EU-co-funded work draws to a close partly offset by new targets for revenue generated through SBCSR. At SBCSR, we have set a target of -£100K in the first year of the strategy rising to break even over the three years.
- **R&D** budgets are expected to increase to offset commercial targets (above) and to offset a reduced cross-charge from KE, who will now be funding a KE post at SBCSR. Also, we have grown the R&D budget in years 2 & 3 to allow introduction of new strategic projects (international, satellites etc.) whilst keeping the original R&I strategy on track to meeting a target of 80% completion.
- **KE, Export** and **supply chain** budgets remain similar to current, except that staff have moved from supply chain to Export and a small increase to the export budget allows exploration of product trade overseas.
- **Market development** budgets are expected to reduce over time as EU co-funded work reaches a conclusion
- **Levy payer comms** and **digital** budgets are increased, partly as a fulfilment of longstanding vacancies; partly to allow message-amplification (ably demonstrated in the Spot Farm programme in the current year). Education is included in the Levy payer comms budget and we have provided for a full year of GYOP followed by two years of lower funding that anticipates that we find a cost-effective solution in education
- **MI** budgets are expected to increase for 17/18 to allow change-over to Levy payer Data Centre (in 17/18 we will be running the new data centre alongside the historic Grower Panel. The MI budget also includes the growth of new Thought-Leadership activities (like Brexit analysis) and purchase of new data tools like the Global Trade Atlas that will drive our export activity. We have included an opportunity cost anticipating that we can second staff to industry and sharpen up their view on how our data is used in a commercial environment. The MI budget will taper off in subsequent years once contractor-use is reduced.
- **Support** costs are reduced as levy audit staff are now assigned across horticulture and Cereals & Oilseeds as well as potatoes.
- The principles of meeting AHDB **reserves targets** are achieved through a deficit in 17/18 followed by two years of recovery.
- **No increase** in levy is proposed

AHDB POTATOES - BUDGET PLAN 2017/18	Corporate Plan £'000
Gross Levy	5,890
Direct Levy Collection Costs	0
Net Levy Income	5,890
Fee and Grant Income	1,158
Bad Debt	-10
TOTAL NET INCOME	7,038
DIRECT EXPENDITURE	
1.1 Improved technical analysis of how Britain compares globally in areas such as soils and cultivation, PCN, water and storage	-68
1.2 Providing information on direct competitor cost comparisons	-44
1.3 Engaging growers with production costs	-100
1.4 Skills	-45
2.1 Place soils, water and crop protection at the heart of the research and innovation strategy	-1,055
2.2 State-of-the-art research and KE services for storage	-1,104
2.3 Accelerate KE delivery through agronomists, advisors, the supply chain network and responsive growers	-670
2.4 Placing SPoT farms at the centre of an innovative and improved KE network	-253
3.1 Create an advocacy approach; influencing the influencers to drive a positive attitude to potatoes and potato product from Britain	-708
3.2 Continued delivery of EU co-funded partnership with Bord Bia	-1,143
3.3 Exploit existing overseas market access agreements for potatoes	-282
4.1 Making consumer insight data and analysis available and easier to interpret to stimulate businesses to adapt and provide the best consumer solutions.	-214
4.2 Accelerate a market intelligence shift towards continuous stream of thought-leading reviews that fully extract value from insight	-409
4.3 Underpin improved MI analysis with state of the art data capture systems and use of new technology.	-103
4.4 Explore investment in satellite technologies providing improved data to underpin research and levy collection.	-12
TOTAL DIRECT EXPENDITURE	-6,210
SUPPORT	
Sector Specific Administration	-441
Central Support	-677
TOTAL SUPPORT EXPENDITURE	-1,118
TOTAL EXPENDITURE	-7,328
Operating Surplus/(Deficit)	-290
Non-operating items	-2
Retained Surplus/(Deficit)	-292
Support Expenditure % of Income	15.9%
Central Support % of Income	9.6%
Reserves	
Opening General Reserves	2,128
Retained Surplus/Deficit	-292
Closing General Reserves	1,835

Potatoes Budget Plan Net Income £'000s

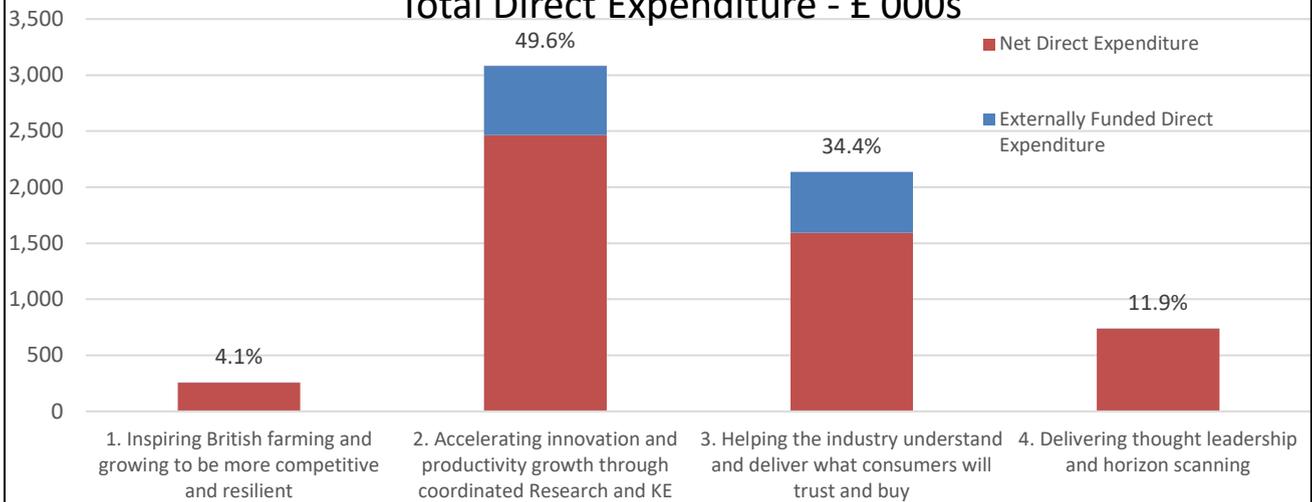
Total: £7,038

Fee & Grant income
16%

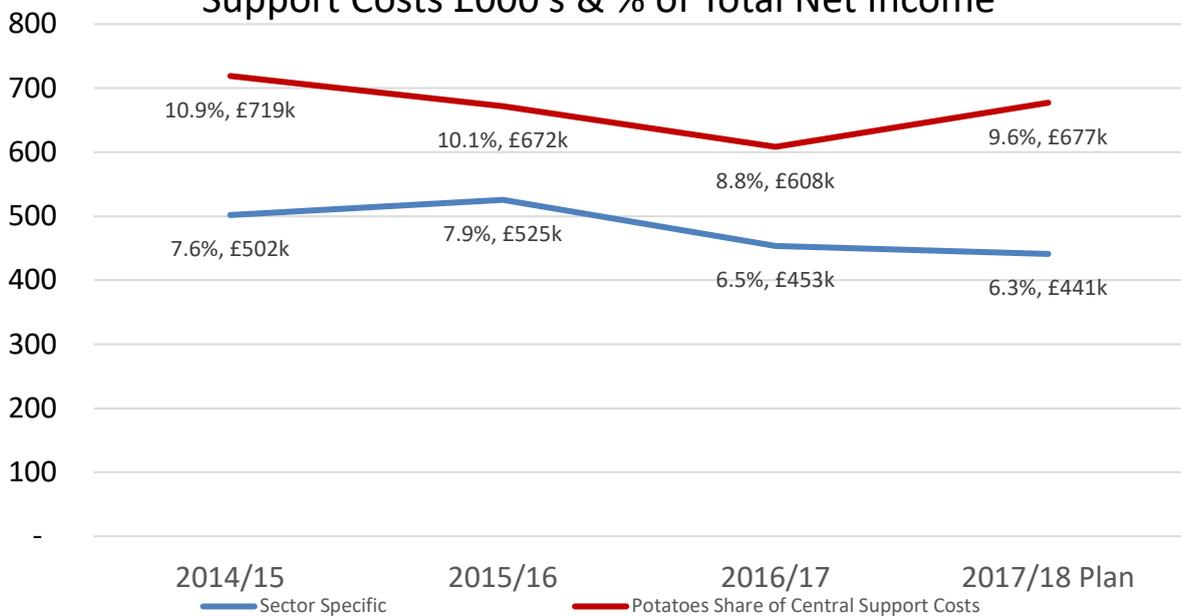


Levy
84%

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 & Development team

During strategy development, the sector board accepted that the existing Potatoes Research and Innovation strategy remained fit for purpose although a greater emphasis on crop protection and exploitation of AgriTech opportunities (particularly Agri-EPI and CHAP) was expected.

Potato-related and cross-sector projects have now been transitioned over to six thematic teams within R&D (see P.15 of AHDB vision document) and assessment of completion of the previous Research and Innovation strategy (2015-2020) has been undertaken. We anticipate that c80% of the Potatoes R&I strategy will be completed by 2020. This estimate recognizes that some projects will run beyond 2020 and more work is required to exploit opportunities within AgriTech and other funding programmes like Horizon 2020. Provision for horizon scanning around pesticides and delivery of new project areas supported under consultation (international reviews and exploitation of satellite technology) are included within the planned activities and budget.

At SBCSR we have budgeted for a loss (of c£100K) in 17/18 rising to a break-even position in 19/20. This differs from our previous approach, to seek a break-even position, and recognizes that whilst commercial income targets can be raised modestly, relationships within CHAP are less well developed than originally anticipated so bigger funded programmes anticipated a year ago have yet to materialize.

A new post at SBCSR (covering Storage KE) has been budgeted in the plan.

For the purposes of this plan, we have recognized that a fresh strategy for SBCSR has yet to be debated by the sector board or by AHDB. Any changes resulting from that strategic review will need to be accommodated in due course.

Delivery by Knowledge Exchange Team

The KE elements of the Potato plan have been aligned with AHDB's broader Farm Excellence Programme. The programme is closely aligned to the 6 technical themes being pursued and supports an excellence platform made up of monitor farms, strategic farms, discussion groups and other technical events. This in turn is matched by a digital platform allowing rapid communication and enhancing existing communication channels and products.

Pertinent points in relation to potato plans are that:

- A new KE provision at SBCSR is budgeted for
- Provision has been made to relationship -manage agronomists and supply-chain field teams.
- The Farm Economics team has now moved into KE.
- Skills are also incorporated into KE.

Delivery by Marcomms Team

Marcomms now constitutes a broad range of activities within AHDB (direct consumer marketing, corporate affairs, levy payer communications, issues management, education, digital and export.)

For the purposes of alignment to the potato plan:-

- Direct Consumer marketing: will continue to deliver our co-funded fresh sector campaign until it's conclusion in 18 months' time.
- Education, issues management, digital team and corporate affairs will meet on a bi-monthly basis to facilitate delivery of our new Advocacy model. We have increased budgets for our digital team based on evidence we have on message-amplification and recognize that an in-house capacity to design and create literature and on-line tools allows us to maximize potential in other functions. Meanwhile we anticipate a reduction in education expenditure longer-term as we seek more efficient and impactful ways of delivering GYOP.
- Levy payer communications are now up to full strength following some long term vacancies and will interact closely with other functions to deliver a high profile communications plan.
- We have increased budgets in our export team to allow exploration of product-related export opportunities.

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'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 and the build of our new Levy Payer Data Centre is included in the plan. 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 and will focus in particular on direct access to Consumer Insight for levy payers.

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.

In Financial terms, we have increased the provision within MI to cover costs associated with the levy payer data centre but expect this to taper in subsequent years as we become less reliant on external contractors.

AHDB Support for Delivery

A range of support services are essential for the efficient running of any business. AHDB Potatoes will share the cost of services such as finance, HR, IT and office facilities. There are also costs of running the Potato Board through the Sector Strategy Director. In recent years these total support costs have fallen from 18% of income to an anticipated 16.4% this year. We expect this position to be maintained in real terms for the duration of the plan as a result of re-alignment of the levy audit team. Percentage points will increase as total income changes (EU funding draws to a close).

Potato strategic activity 1.1	Improved technical analysis of how Britain compares globally in areas such as soils and cultivation, PCN, water and storage Four priority technical areas need a much more detailed understanding of how Britain differs from key competitors such as the Dutch, French and Belgians in terms of their research agenda, KE methods, and deployment on farm and influence on sustainability. Evaluation of how any new findings could be adopted in Britain will be critical to improved competitiveness so we will be introducing research bursaries to garner new knowledge and a new focus in KE to ensure findings are shared quickly.			
Potato strategic activity 1.1	Target (2019/20)	KPI - year		
	<i>Business benefit of adopting international best practice in four technical areas demonstrated through Farm Excellence Programme</i>	1	2	3
		<i>1 areas</i>	<i>3 areas</i>	<i>4 areas</i>
Tasks to deliver activity				
1.1.1	Commission and deliver technical comparisons (peer reviewed and grey literature) that articulate key technical differences between GB and near competitors and capture global best practice for soil management, PCN management, water management and storage			
1.1.2	Upskill and develop knowledge of key differences within KE team			
1.1.3	Run international study tour with NEPG members focusing on the four technical areas			
1.1.4	Introduce and evaluate key international best practices through Spot farms and other KE networks			

Potato strategic activity 1.2	Providing information on direct competitor cost comparisons			
	To compete effectively, our levy payers require detailed analysis relating to all elements of variable and fixed cost and how they relate to productivity across a range of end-markets. Joining international benchmarking groups gives AHDB the scope to do this in a way that enables the biggest differences between domestic and international costs to be understood and addressed. We will be leading Northern Europe's entry into the international benchmarking network and will use the new data to not only plot our cost comparison but to identify key differences in use of sustainable inputs that we can use in our advocacy campaign.			
Potato strategic activity 1.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>Agribench is joined in year one and business benefits recognized by levy payers</i>	<i>Establish</i>	<i>Report</i>	<i>Report</i>
Tasks to deliver activity				
1.2.1	Establish international network and cropping scenarios for fresh, processing and seed			
1.2.2	Participate in network and facilitate NEPG participation introducing Next Gen study tour			
1.2.3	Provide annual reports on key economic differences for different cropping scenarios			
1.2.4	Participation in established overseas technical networks (e.g. EAPR)			

Potato strategic activity 1.3	Engaging growers with production costs Adopting and rolling AHDB's Farmbench costings system will provide a consistent platform for increasing grower understand 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. Longer term we will start using the benchmarking software to demonstrate where adoption of new practices genuinely impacts production costs.			
Potato strategic activity 1.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>Growers participate and derive business benefit from Farmbench</i>	<i>10% (by area)</i>	<i>30%</i>	<i>50%</i>
Tasks to deliver activity				
1.3.1	Roll out Farmbench and establishment of benchmarking groups			
1.3.2	Collection, interpretation and dissemination of industry performance and cost of production			
1.3.3	Publish examples and case studies where benefits of adoption of best practice			

Potato strategic activity 1.4	Support for business skills in the potato sector To become a resilient industry, we need competent staff at all levels, from basic work through to business managers. Recruitment and retention is vital to ensure our levy paying businesses thrive in the coming years. Developing a tool kit to support business and signpost to the relevant advice, staff development opportunities and career pathways which not only improve the potential of the individual, but the business they are working for. Apprenticeship standards, recommended training providers and courses, key business templates, job roles and business case studies will be part of this tool kit.			
Potato strategic activity 1.4	Target (2019/20)	KPI - year		
		1	2	3
	<i>New toolkit is adopted by potato sector</i>	<i>achieve industry agreements</i>	<i>toolkit developed</i>	<i>usage in industry (100potato businesses)</i>
Tasks to deliver activity				
1.4.1	Provide access to skilled entrants via Trailblazer			
1.4.2	Develop and publish relevant case studies for new entrants, managers and industry leaders			
1.4.3	Development of industry staff managers toolkit			

Potato strategic activity 2.1	Place soils, water and crop protection at the heart of the research and innovation strategy			
	Productivity is already a focus of the current research and innovation strategy with work commissioned around efficient use of inputs, variety performance and best use of resources. This work focuses on soils long with making vital links between seed and ware / agronomy and storage. As vital inputs such as water and pesticides come under increasing pressure, and threats from indigenous pests and diseases remain real, the industry requires solution. We will be maintaining our current research and innovation strategy, seeking to capitalize on new innovations emerging through Agri-Tech centres and ensuring resource is available and flexible so that we can respond to issues identified through horizon scanning.			
Potato strategic activity 2.1	Target (2019/20)	KPI - year		
		1	2	3
	<i>Projects delivered under Potatoes Research and Innovation Strategy 2015-2020 achieve 90% green rating in technical RAG review. Productivity (measured under 1.3.2) improves by +2% pa</i>	<i>50% (of R&I strategy)</i>	<i>65%</i>	<i>80%</i>
Tasks to deliver activity				
2.1.1	Commission, manage and deliver portfolio of at least 9 projects relating to management of key pests and disease			
2.1.2	Commission, manage and deliver portfolio of at least 2 projects relating to precision agriculture			
2.1.3	Commission, manage and deliver portfolio of at least 2 projects developing the next generation of technical expertise (fellowships)			
2.1.4	Commission, manage and deliver portfolio of at least 8 projects relating to soil health and nutrient management			
2.1.5	Commission manage and deliver portfolio of at least 3 project relating to agronomic and pest resistance traits			
2.1.6	Improve stakeholder and industry awareness of completed projects			

Potato strategic activity 2.2	State-of-the-art research and KE services for storage			
	Investment in storage nationally has been sporadic. AHDB needs to provide critical and compelling R&D and KE to help the industry improve in areas such as store investment, knowledge and management. This will help the challenge of a changing climate, the introduction of higher yielding but “softer” varieties, along with possible changes to the future sprout-suppression approaches. We will continue our focus on sprout suppression and store management and explore new opportunities in storage research and innovation as a partner in the Crop Health and Protection Agri-tech consortium			
Potato strategic activity 2.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>Levy payers are aware of AHDB storage services and use them to derive business benefit</i>	<i>Baseline</i>	<i>+5%</i>	<i>+10%</i>
Tasks to deliver activity				
2.2.1	Commission manage and deliver project on storage disease			
2.2.2	Commission manage and deliver project relating to next generation of technical expertise (storage fellowship)			
2.2.3	Commission manage and deliver at least 12 projects relating to development of best practice in storage			
2.2.4	Develop dedicated KE resource at SBCSR and undertake national storage survey to establish current status and practices			
2.2.5	Conclude strategic review of SBCSR			
2.2.6	SB commercial targets			

Potato strategic activity 2.3	Accelerate KE delivery through agronomists, advisors, the supply chain network and responsive growers			
	AHDB's levy payer satisfaction survey identified agronomists as the single most important delivery channel of technical information to growers. Our view is that our current research strategy is providing the right sort of game-changing messages (such as soil management) but uptake is stifled by fragmented pipeline in KE. We will be developing a more consistent third party delivery approach using relationship management methods aligned to the research programme and agronomists are central to this. This will speed up KE delivery and its impact which is vital to improving competitiveness.			
Potato strategic activity 2.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>Awareness, uptake and satisfaction scores improve for levy payers who prefer agronomists for technical delivery from 2016 baseline (57% from agronomist-users)</i>	+5%	+10%	+15%
Tasks to deliver activity				
2.3.1	Agronomy supply chain management to include commercial advisory and supply chain agents			
2.3.2	Roll out of RB209 to agronomists as part of AHDBs Farm Excellence Programme			
2.3.3	Delivery of annual agronomists conference			
2.3.4	Integrated communications programme to ensure the industry is informed and can act on the most up to date knowledge. This includes website, print, media			
2.3.1	Agronomy supply chain management to include commercial advisory and supply chain agents			
2.3.2	Roll out of RB209 to agronomists as part of AHDBs Farm Excellence Programme			

Potato strategic activity 2.4	Placing Spot Farms at the centre of an innovative and improved KE network			
	AHDB's levy payer satisfaction survey identified "learning from other farmers" a one of the preferred ways for farmers and growers to find out about new methods and business practice. This is supported by numerous academic studies showing peer to peer learning is an effective delivery platform for effective KE. Spot farms will be in an excellent position to share best practice and learnings with other AHDB sector Monitor farms and we will continue to resource SPot Farms, drawing down match-funding where available ensuring we provide the best geographical access for farmers, supply chain and agronomists.			
Potato strategic activity 2.4	Target (2019/20)	KPI - year		
		1	2	3
	<i>Knowledge and use of SPot Farm network (face-to face and access through digital channels) increases from 400 visits and 15400 digital views. Evidence that new technologies adopted are collected through feedback</i>	+10%	+20%	+30%
Tasks to deliver activity				
2.4.1	Delivery of Spot Farm East, West and Scotland Programme as part of AHDB's Farm Excellent Programme			
2.4.2	Delivery of regional KE events programme (e.g. Cornish, Welsh, NW potato days and PIP)			
2.4.3	Events (including BP2017) and communications delivered effectively			
2.4.4	Continued supply of improved products for levy payers (blight, aphid, PCN, H&S)			

Potato strategic activity 3.1	Create an advocacy approach; influencing the influencers to drive a positive attitude to potatoes and potato products from Britain			
	AHDB already has a strong evidence base that positions potatoes as a virtuous crop beating carbohydrate competitors in areas such as sustainability and health. By enhancing this evidence and deploying it more effectively we can engage and inspire a broad family of stakeholders to improve the sector's reputation. By pooling AHDB experience in crops, meat and dairy we will establish a core stakeholder list including agriculture, education, health, NGOs and food bloggers ensuring they receive a steady stream of evidence-based positive messages about potatoes and the potato industry			
Potato strategic activity 3.1	Target (2019/20)	KPI - year		
		1	2	3
	<i>Identify and proactively influence group of key individuals and organisations in order to promote positive messages on sustainability and nutrition of GB potatoes and GB potato products</i>	<i>establish Net Promotor Score</i>	<i>+2 points</i>	<i>+5 points</i>
Tasks to deliver activity				
3.1.1	Roll out of advocacy approach including development of collateral, establishment of key influencer network and levy payer participation			
3.1.2	Media monitoring and management establishing positive image for potatoes, potato products and the industry			
3.1.3	Provide knowledge house and horizon scan for technical issues, including pesticides affecting the potato industry			
3.1.4	Maintain stewardship activities in relation to sprout suppression and nematicides			
3.1.5	Provide educational activity in relation to primary, secondary and higher education supporting key events (e.g. Open Farm Sunday) where appropriate			
3.1.6	Agree and deliver partner and sponsor options for Grow Your Own Potatoes			

Potato strategic activity 3.2	Continued delivery of EU co-funded partnership with Bord Bia This has been a highly successful campaign for the past two years, and continues to deliver against its targets of increased awareness of the potato's nutritional value, versatility and convenience in modern diets. By partnering with Bord Bia and achieving match funding from the EU we have provided a good example of how potato levy funds can be leveraged for maximum impact. We plan to continue the current marketing campaign.			
Potato strategic activity 3.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>Increase purchase frequency for fresh potatoes in young female consumers by 2% p.a. and shift attitudes around nutrition by 5% (against 2015 baseline)</i>	<i>+3.5% attitude</i>	<i>+5% attitude</i>	<i>closed</i>
Tasks to deliver activity				
3.2.1	Continuation of current EU co-funded marketing activity			

Potato strategic activity 3.3	Exploit existing overseas market access agreements for potatoes Opportunities currently exist to develop the seed export trade with around 20 overseas markets for which access has been granted at a government or regulatory level. A fresh approach is required to help levy payers establish the right trade partnerships to fulfil these markets. We will be developing new trade-supporting toolkit assisting exporters to develop trading partnerships. Potential to explore ware and product trading relationships could also benefit levy-paying supply chain businesses and we will work with exporters, other than seed businesses, to explore how we can promote products overseas			
Potato strategic activity 3.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>Increase exports to 5 major export markets by 10% by year three and open 2 new markets adding 5% increased tonnage by year 2.</i>	+5%	+5%	+15%
Tasks to deliver activity				
3.3.1	Continued Inward and outward mission programme that defends existing markets whilst exploring new trading destinations			
3.3.2	Presence at key overseas events (e.g. Fruit logistica) providing a platform for levy paying businesses to exhibit			
3.3.3	Review of overseas product trading opportunities and assistance for levy paying businesses to overcome trading barriers			
3.3.4	Provision for Beijing office and report on Asian trading opportunities			
3.3.5	Provision of general international intelligence and horizon scanning relevant to international trade			

Potato strategic activity 4.1	Making consumer insight data and analysis available and easier to interpret to stimulate business to adapt and provide the best consumer solutions. Ensuring ready access to excellent analysis enable businesses to capitalize on the steadily improving domestic consumption of potatoes. Opportunities exist to respond quickly to factors affecting consumer behaviors including affluence, globalization, and health and dining opportunities. We will make more consumer analysis readily available to levy payers allowing businesses to adapt to changing market requirements and opportunities. Post-Brexit, understand international consumer markets will become a more important feature and will help us prioritise resources against the best internal opportunities. We will be pooling international market knowledge with our overseas partners so that our levy payers are better informed about new opportunities and threats			
Potato strategic activity 4.1	Target (2019/20)	KPI - year		
		1	2	3
	<i>Levy payers aware of Consumer Insight products, taking up and finding useful (against 4.5/10 baseline in 2016)</i>	+0.75	+1.5	+2.25
Tasks to deliver activity				
4.1.1	Delivery of sector specific consumer insight and analysis of consumer trends			
4.1.2	Collation and publication of international consumer insight			
4.1.3	Horizon scanning and publication in relation to Brexit opportunities and threats			

Potato strategic activity 4.2	Accelerate a market intelligence shift towards continuous stream of thought-leading reviews that fully extract value from insight The market intelligence offer has been refocused to deliver more detailed analysis and interpretation, in addition to historic market data. This trend shift is reflected in recent AHDB Horizon reports relating to Brexit.			
Potato strategic activity 4.2	Target (2019/20)	KPI - year		
		1	2	3
	<i>Levy payers aware of Potato Weekly, taking up and finding useful (against 5.2/10 baseline in 2016)</i>	+0.75	+1.5	+2.25
Tasks to deliver activity				
4.2.1	Continued roll out of main MI products including area, price and production reporting along with MI year book			
4.2.2	Thought leading reports and associated staff provision in relation to policy impacts and insights relevant to the potato industry			
Potato strategic activity 4.3	Underpin improved market intelligence analysis with state of the art data capture systems and use of new technology Addressing big data opportunities will require state-of-the-art data capture systems and use of new technology. This will enable us to explore possibilities for future data capture and ensure potatoes are well represented in a broader big data agenda.			
Potato strategic activity 4.3	Target (2019/20)	KPI - year		
		1	2	3
	<i>To have fully adopted the new Levy Payer Data Centre as the main data gathering system</i>	<i>WAPS implementation</i>	<i>Stocks and production survey</i>	<i>all relevant Potatoes MI</i>
Tasks to deliver activity				
4.3.1	Roll out of levy payers data centre			
4.3.2	Provision of data sources necessary for potatoes MI			

Potato strategic activity 4.4	Explore investment in satellite technologies providing improved data to underpin research and levy collection.			
	Exploration of satellite technologies will allow AHDB Potatoes to devise a more dynamic and strategic approach to operating a fair levy collection system. It may also have further applications in providing data for market intelligence and research purposes. We will start discussions with potential providers with a view to developing systems in 2019.			
Potato strategic activity 4.4	Target (2019/20)	KPI - year		
		1	2	3
	<i>More cost effective levy surveillance adopted</i>	<i>sound biz case and IT</i>	<i>pilot study</i>	<i>adoption</i>
Tasks to deliver activity				
4.4.1	Desk study of crop surveillance systems			
4.4.2	Pilot studies of successful candidates from 4.4.1 and cost benefit analysis			
4.4.3	Undertake transitional activity from existing helicopter surveillance			