

**AHDB AGENDA ITEM 3**  
**PAPER AHDBDA17/05/03**  
**CONFIDENTIAL**



**Title of Paper:**

MINUTES OF THE DAIRY BOARD MEETING HELD AT STONELEIGH PARK ON THURSDAY, 21 SEPTEMBER 2017

**Author(s):** Natalie Reynolds

**Date:** 21 September 2017

**Purpose of Paper:** To check, amend and approve the minutes taken from the previous meeting to ensure they are a true and accurate record.

**PRESENT** - Gwyn Jones (GJ) – Chairman, Oliver Hall (OH), Mary Quicke (MQ), Janette Prince (JPr), Chris James (CJ), Pete Nicholson (PN), Richard Soffe (RS), Keith Davis (KD), David Cotton (DC), and Tim Gue (TG)

**APOLOGIES** – None given.

**IN ATTENDANCE** – Tom Hind (TH), Chris Gooderham (CG), Natalie Reynolds (NR), Susannah Bolton (SB), Christine Watts (CW), Rob Clayton (RC, item 7), Jenny Gibbons (JG, item 8), Alistair McLaren (AMcL, items 10 & 11), Anna Farrell (AF, item 11), Rebecca Miah (RM, item 11), and Stu Baker (SBkr, item 11) and John Bates (JB, item 12)

**AGENDA ITEM 01. WELCOME AND APOLOGIES**

1.1 The Chair opened the meeting and welcomed those present and in attendance.

**AGENDA ITEM 02. CONFLICTS OF INTEREST**

2.1 The Chair reminded the Board that they should declare any conflicts. He congratulated Mary Quicke on her appointment a Board member for the Food Standards Agency (FSA).

**AGENDA ITEM 03. MINUTES OF THE LAST MEETING, HELD ON 20 JULY 2017**

3.1 AHDBDA17/05/03. The minutes of the last meeting held on 20 July were accepted as a true and accurate record of the meeting.

**AGENDA ITEM 04. MATTERS ARISING FROM PREVIOUS MEETINGS, HELD ON 25 MAY, 2017**

4.1 AHDBDA17/05/04. TH reviewed the actions. Outstanding/verbal updates were:

4.3 *Minute Ref: AHDBDA17/04/06* – John's disease: the Board is keen to clarify AHDB's involvement in wider animal health related activities, notably efforts to address John's disease.

**Action:** CG to confirm with technical team the extent of AHDB activity on John's disease, consider wider industry effort & ensure no gaps or undue overlaps

## **AGENDA ITEM 05. CHAIRMANS REPORT**

5.1 AHDBDA17/05/05. The report had been emailed to the Board prior to the meeting. The Board thanked the Chair for his report.

## **AGENDA ITEM 06. DIRECTORS AND OPERATIONAL REPORT**

AHDBDA17/05/06. Directors and Operational Report

6.1 CG noted progress to date against the targets for 17/18 and noted the 3 amber items as highlighted in the dashboard. FarmBench remains slightly behind target, however work is underway and a revised timetable has been established, with a launch date estimated for early 2018. A delay in recruiting agencies had led to a delay in the roll out of the dairy marketing campaign.

6.2 The Board highlighted the need for KPIs and baselines to be relevant to AHDB activity and outcomes of our work. Specific questions were raised on KPIs in connection with BVDFree, Farmbench and Calf to Calving.

**Action:** CG/SSD to revisit KPIs & targets with dairy functional leads as part of strategy refresh/activity planning 2018/19.

6.3 The Board supported the format and structure of the operational report and dashboard, noting further attention needed to be given to the accuracy and relevance of some evidence provided by colleagues on activities.

**Action:** NR to request Laura Ryan to follow-up with the reporting champions and ensure that colleagues are reporting accurately and providing an honest assessment of progress and performance against KPIs.

*Action completed, revision of the current report to ensure that it's a true representation.*

## **AGENDA ITEM 07. FINANCE MANAGEMENT ACCOUNTS**

AHDBDA17/05/07. Finance Management Accounts, August 2017

7.1 The Chair welcomed Rob Clayton (RC) to the Board meeting.

7.2 RC took the Board through the debt and debt management, hypothecation drivers, underspend, reforecast and uncertainties. For clarity the accounts packs are produced by Finance on the eight working day of the following month.

7.3 RC provided the Board with a general overview of the Finance and Hypothecation Committee and its role in terms of recommending hypothecation drivers for corporate expenditure. PN continues to represent the Dairy Board on the committee and requested the Board's feedback both on the work of the Committee and approach to hypothecation drivers. The Board supported both the approach and PN's involvement in the Committee.

7.4 Concerning potential underspend in the 17/18 Dairy budget, the Board believed that it was important for AHDB to spend wisely, prudently and be driven by getting the best return on investment for work. There was some enthusiasm for prioritising any underspend in the current financial year towards accelerating the optimal systems approach.

## **AGENDA ITEM 08. GRAZING AND HOUSED SYSTEMS, CHALLENGES AND OPPORTUNITIES**

8.1 The Chair welcomed Jenny Gibbons (JG) to the Board meeting.

8.2 JG presented the major reputational challenges for the industry and dairy farming, with a particular focus on two key issues that were seen as most prominent: freedom to graze/housed systems (ethical and scientific debate) and bull calves.

8.3 The Board debated the industry's approach to these issues, identifying potential weaknesses in its current approach and areas where AHDB should focus its attention to help the industry underpin its reputation. It was noted that much debate on these issues is inherently emotive, which can undermine the effectiveness of scientific evidence in rebutting allegations of poor welfare. The Board identified a number of areas that should be addressed:

- Ensuring that all evidence and data gaps were identified and addressed in relation to welfare in housed systems
- Using detailed consumer insight to identify which policies and standards consumers would deem to allay major concerns or fears
- Consider the appropriateness of developing a standard grazing policy for all systems as a means of countering consumer concerns
- Determine the 'optimum' approach to welfare in housed systems on the basis of scientific evidence
- Work closely with producers operating housed systems to identify and share best practice
- Build a comprehensive reputation strategy that promotes evidence but also opens housed systems to public scrutiny

The Board agreed a number of actions on the basis of the discussion.

**Action:** JG to provide an updated paper on grazing, housed systems and bull calves for the November Board pack. *Action completed, paper has been added for information.*

**Action:** AHDB Dairy team, led by JG, to explore and confirm industry/AHDB activities that could be put in place as part of a comprehensive reputational strategy.

**Action:** JG & colleagues to attend the January 2018 Board meeting to report back on recommendations identified & implications for AHDB Dairy budget and priorities.

## **AGENDA ITEM 09. STRATEGIC PRIORITIES 18/19**

AHDBDA17/05/08 Strategic Priorities 18/19

9.1 CG referenced the paper provided in the pack to prompt discussion and feedback from the Board members on the top 3-4 priorities for AHDB Dairy in 18/19. This is designed to provide clarity and focus for our teams and stakeholders.

9.2 The Board discussed a number of areas, including antimicrobial resistance and exports. Following discussion the Board supported the paper, agreeing the four proposed priorities: Optimal Dairy Systems, FarmBench, Genetics and Genomics and improving the reputation for Dairy Products and Systems. It was noted that prioritisation would require the organisation to deprioritise and stop certain activities altogether.

**Action:** CG to refine paper and cascade internally ahead of AHDB Board meeting on 21 November. Functional leads to prepare activity plans and budgets on the basis of the agreed priorities, noting any additional budgetary and resource requirements.

## **AGENDA ITEM 10. UK DAIRY DAY, OPTIMAL DAIRY SYSTEMS REVEAL**

10.1 The Chair welcomed Alistair McLaren (AMcL) to the Board meeting.

10.2 AMcL presented feedback from the reveal of the optimal systems approach at the UK Dairy Day, presenting key features from the press coverage and insight into the social media statistics.

10.3 CG presented a 30/60/90 day development and delivery plan. The Board believed that the overall objectives, targets and KPIs for the systems approach needed to be determined and that appropriate tools and resources are available and signposted to producers

**Action:** Dairy systems task force (CG) to establish proposed outcomes/ targets for systems approach. CG/AMcL to revisit and ensure that the engagement plan is cohesive.

*Action completed, the plan has been reviewed and is cohesive, with an update on Optimal Systems on the November Board agenda.*

## **AGENDA ITEM 11. MARKET DEVELOPMENT CREATIVE UPDATE**

11.1 The Chair welcomed Anna Farrell (AF), Rebecca Miah (RM) and Stu Baker (SBkr) to the Board meeting.

11.2 RM presented to the Board the creatives for the Dairy Consumer Campaign, announcing the timetable for launch. SBkr presented to the Board the AHDB One Billion People Campaign, which is looking at prompting positive farmer messaging.

**Action:** AF to send around examples of the Beef and Lamb influencer work on social media.

*Action completed, details emailed to the Board on 25<sup>th</sup> September 2017.*

## **AGENDA ITEM 12. AOB**

13.1 **Scottish Dairy Hub**, CG was meeting Scottish Government representatives on 3 October to commence discussions on the future of the Hub. The Board noted this was a good opportunity to explore the value of the Hub and confirm AHDB objectives. The Board recognised the value attached by Scottish stakeholders to the Hub and supported AHDB's continued support. However, it felt AHDB needed to drive more reputational benefit from activity, establish clearer performance/ outcome metrics for its work and demonstrate return on investment. There was also a view that the scope could be extended to other sectors. The Board also felt a balance needed to be struck between the work of the Hub and ensuring sufficient resource in Dairy KE and Scotland.

**Action:** CG to provide the Board an update post October meeting.

*Action completed, an update was provided on 6<sup>th</sup> October. In due course an proposal will be provided to the Board.*

13.2 **British Dairy Farming Video**, JB demonstrated a video aimed primarily at describing dairy farming to journalists and interested members of the public. The Board fed back critical observations on the video as it was previewed.

**Action:** JB the Board would like to see the reworked piece before it is finished and launched by email.

13.3 Brief update provided by TH on the Dairy Strategy Director's leave and cover plans.

13.4 Date of Next Meeting: Thu, 21st September, Boardroom, AHDB, Stoneleigh Park.

13.5 GJ noted that the 2018 Board dates have been include into the pack.

**Signed**

Gwyn Jones, *Chairman*

A handwritten signature in black ink, appearing to be 'Gwyn Jones', written over the printed name.

**Date**

23.11.17