

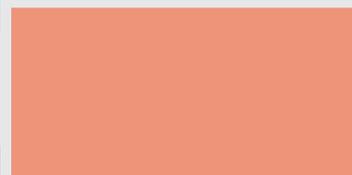
TOWARDS SUSTAINABLE GROWTH:

An Action Plan for the Food and
Drink Industry 2014–2020



Llywodraeth Cymru
Welsh Government

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BWYD A DIOD CYMRU
FOOD AND DRINK WALES





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Foreword



I am pleased to publish this action plan for the food and drink industry in Wales. I am determined that the Welsh Government will work with the industry to help businesses grasp the wealth of opportunities which will deliver greater profitability, growth, more jobs and ultimately prosperity in Wales. Our industry in Wales is rooted in many micro businesses and an increasing number of major manufacturers comparable with the best in the world, and this plan

must work for all those businesses. Market opportunities exist in growing exports, in the domestic market, at a local level, in tourism and hospitality and in supplying the public sector. Whatever the choices made by individual businesses I want to ensure that the Welsh Government provides help and support to maximise the opportunities for all food producers to realise their own business ambitions. I am confident that our growth target of 30% over seven years is possible within the parameters of sustainable development, safeguarding our natural resources while delivering increased prosperity.

I have listened to the voice of the industry through the consultation process and in many meetings with the industry and its representatives over several months. While there has been broad support for the direction described in the draft plan there were also many suggestions as to how to enhance the plan and I have amended our plan and revised our thinking to reflect those views. There were some great suggestions coming from businesses operating in markets and different parts of the food chain, businesses that are identifying market opportunities and also the challenges that need to be overcome.

The food industry was clear in its preference to lead its own development and as we look towards 2020 it wants government to be an enabler in that development. That is exactly what the Welsh Government will be doing, providing all of the support the industry needs, from market intelligence and research to business support mechanisms and financial interventions.

I believe that we need to grow the whole of the food chain from farm to fork. Weak and fragile elements of the supply chain will undermine the sustainability of the industry as a whole. Our farmers produce world-class products that in many cases form the basis of the wider food industry. Our farmers produce the essential raw materials without which our manufacturing industry would fail. I am already working with the farming community to secure that production base and most recently in the design of the biggest investment programme in agriculture in our history. The new CAP is designed in Wales and for Wales. It will enable us to invest in both a resilient and a profitable farming industry. This Action Plan focusses on what happens to food once it leaves the farm, in other words the post-farm gate part of the food chain. Naturally our farming policy must be entirely compatible with this plan and will help create a coherent programme of government support from farms through to the consumer.

To enable an industry-led action plan to become a reality I will be asking the industry to form a **Food and Drink Wales Industry Board (The Board)**. In the first instance I am asking for nominations for an interim Chair of this Board to pull it together. Once established I foresee The Board taking ownership of the action plan, adding to it, enhancing it and shaping it perhaps to actively address specific sub sector development or maybe more generic capacity building such as advancing innovation or skills. The action plan comprises 48 actions which will be delivered by Welsh Government and its partners; many of those actions are cross-cutting (in terms of their relevance to the whole food industry). Prioritisation must come from the sub-sectors themselves through their representatives working with The Board.

Market development, sustainable growth and jobs are key to this plan and this will also reduce inequality and poverty in our society. The plan includes a number of strategies to tackle this government priority including improving opportunities for communities to grow food and to access healthy and affordable food. There are also actions to engender a healthy food culture starting in our schools.

The safety of food will be paramount in this Action Plan and the Welsh Government will continue to work closely with the Food Standards Agency and the industry to ensure the highest standards. The development of the supply chain is underpinned by a need for businesses to comply with their food safety statutory obligations.

This plan is not a high level strategy; it is a delivery map and the start of a process to grow our industry by 30% by the year 2020. The government will be undertaking ongoing monitoring and evaluation as the actions are implemented and I will be publishing the results and outcomes. I want the Plan to be a living document and with the help of the industry, through The Board, I am sure it will progress and improve over time and ultimately we will succeed in our objective.

A handwritten signature in black ink, appearing to read 'Alun Davies', with a horizontal line underneath.

Alun Davies AM

Minister for Natural Resources and Food

1 Introduction

Programme for Government

- 1.1 The Programme for Government¹ (PfG) is ambitious in setting out the changes that the government wants to deliver so that people in Wales enjoy:

Healthy productive lives in a more prosperous and innovative economy. Safer more cohesive communities, with lower levels of poverty and greater equality.

A resilient environment with more sustainable use of our natural resources and a society with a vital sense of its own culture and heritage.

- 1.2 From the outset this government made a commitment to deliver a fairer future for Wales more jobs, growth and wealth. On this basis, as set out in *Shaping a More Prosperous and Resilient Future*, the Department for Natural Resources & Food is prioritising action on climate change, resource efficiency, enhancing resilience and diversity and tackling poverty. It is clearly acknowledged in the PfG that the government cannot deliver this alone; we are looking to work in partnership with leaders in the industry, across the public sector and with all those with an interest. This Action Plan delivers the PfG commitment to publish a delivery plan to support the food strategy published in 2010.

The Vision

- 1.3 Our ambition can be simply stated as an aim to grow sales in the food and drink sector by 30% to £7 billion by the year 2020 and this will be a central and driving objective. Our vision however is much broader than this ambition.
- 1.4 In essence this broader vision is of an industry that demonstrates strong leadership, is growing sustainably and this growth is fuelled by cutting edge research, innovation and knowledge transfer, and is producing products with a global reputation for quality and safety. The vision encapsulates food businesses of all sizes, producing market driven product ranges; businesses with very different ambitions, some with a local customer focus whilst others will be major players in export markets. The vision is one of green growth where businesses are the custodians of our natural resources, businesses that are both environmentally and socially responsible, and producing safe food to secure improvements in the health and vitality of the people of Wales. We want to see growth in the industry driving change across Wales, helping us to achieve our ambitions to tackle poverty and to create a place for food at the centre of our vision for the future of Welsh society.

The Mission

- 1.5 The mission explains how the vision will be delivered. It will be industry led and delivered in a public and private partnership between the food and drink industry working with Government. A new body, The Food and Drink Wales Industry Board (The Board) will be the representative voice of industry and will drive its sustainable growth. Its chair and membership will be industry selected; Welsh Government will have representation on The Board and will provide a supporting role as an enabler of The Board's work. In parallel the Food and Drink Wales Identity will become the hallmark of our industry indicating provenance, quality and safety. The Identity will be easily recognised and its attributes will be simple to understand. The food and drink

¹ <http://intranet/English/AboutUs/ProgrammeForGovernment/Pages/Welcome.aspx>

industry needs leaders and it needs a skilled and trained workforce with a commitment to the food sector for the long-term. There will be a concerted effort to promote career opportunities in food and drink and to design a training and skills framework that is both comprehensive of business and individual needs and is easily accessible and delivers meaningful skills and qualifications. The Food and Drink Wales Industry Board will play a key role to ensure we embed sustainability, competitiveness, efficiency, productivity, and profitability throughout the food and drink industry.

The Action Plan

- 1.6 *Towards Sustainable Growth: An Action Plan for the Food and Drink Industry 2014–20* is the result of a lengthy period of close working and dialogue with the industry commencing with the publication of *Food for Wales, Food from Wales in 2010* and following through to the work of the *Food and Farming Sector Panel*. Recently, the responses to the consultation on *Delivering Growth: An Action Plan for the Food and Drink Industry 2014–2020* have shaped this latest action plan. The vision seeks 30% growth in sales in the food and farming sector. There is no breakdown between farming and food manufacturing or between sub-sectors (red meat, eggs, horticulture etc.) because this level of detail cannot be accurately reported at present but it is intended that information gaps will be filled early on in the life of this plan. The aim is for the whole of the food chain to grow and prosper but this action plan does not include actions relating to farming and food production on farms; instead there is a clear and deliberate post-farmgate focus. The importance of primary production cannot be overstated.
- 1.7 The actions in this plan are detailed in chapter 9; they are specific, time-limited, have clearly assigned ownership and identified milestones, outputs and outcomes. Many will be owned wholly or in part by Welsh Government because they are generic and essential to enable the work of the The Board, and indeed this was the view of consultees. The Board will develop more actions where significant opportunities for sustainable growth are identified, and would be at sub-sector and industry level to deliver the needs of the market.

The Baseline

- 1.8 The economic importance of the food and drink industry in Wales presents a compelling case for an Action Plan:

Food and Farming Priority Sector (on-farm production and food manufacturing)²

- 14,000 registered businesses.
- 81% of businesses are micro businesses (9 or fewer employees).
- £5.2 billion sector turnover.
- £1.3 billion Gross Value Added (GVA per hour worked above the UK average).
- 45,000 jobs.

The supply chain (farm to fork, includes retail)³

- 23,300 businesses.
- £17.3 billion turnover. £4.0 billion GVA.
- 170,000 jobs.

2 <http://wales.gov.uk/topics/statistics/headlines/economy2013/priority-sector-statistics-2013/>

3 From Welsh Government own analyses consistent with that of the priority sector statistics release.

Food and drink exports⁴

- Between 1999 and 2013 Welsh food and drink exports increased by 113% (103% in UK).
 - The largest share of food and drink exports from Wales in terms of value is accounted for by dairy products and birds eggs (45% of the total value), cereals and cereal preparations (14%), and fish/crustaceans (12%).
 - The Welsh Food and Drink Producers Survey, commissioned by the Welsh Government in 2013, reported that 1 in 10 food businesses export at present while almost 75% sell direct to the general public; local, national and UK markets being of primary importance.
- 1.9 The statistics emphasise the importance of the food and drink sector to the Welsh economy and the relative growth potential for the sub-sectors within. Thus far we have only scratched the surface in terms of what is achievable; the action plan will enable existing opportunities to be built upon and new opportunities to be developed.
- 1.10 The Action Plan details 48 actions to deliver sustainable growth and added value. Three of those actions are overarching or cross cutting enabling actions:
- Welsh Government to establish a Food and Drink Wales Industry Board to provide leadership and direction to the industry.
 - Welsh Government will further develop the new trade identity building on Food and Drink Wales/Bwyd a Diod Cymru through a distinct set of provenance indicators that convey confidence in the qualities of Welsh Food.
 - Develop a skilled and capable workforce through developing key partnerships in the 'skills supply chain' by engagement in schools through to Higher Education, with the food industry, with the supply chain businesses and all stakeholder interests.

⁴ Analysis of Wales & UK Food and Drink Exports using HMRC data (defined as SITC 01-07, 09, 11)

2 Food and Drink Wales Industry Board

Context

- 2.1 There is widespread support for the food industry to take a lead in any established group designed to lead on future policy development. Having a representative body or bodies is characteristic of many industries, including food. In England, Scotland and Northern Ireland there are Food and Drink Federations which are essentially trade associations. In Wales there is no federation presently although in the past a lead was provided through advisory groups in the form of the Agri-Food Partnership and more recently a Food and Farming Sector Panel.
- 2.2 The Food and Drink Wales Industry Board (The Board) will be the voice of the food and drink industry in Wales, providing direction, encouraging networking and sharing vital information. The Board will be independent of government and must win the confidence of supply chain businesses. There will be both formal and informal ways established for The Board to provide advice to Government.
- 2.3 An interim Chair will be democratically appointed through seeking nominations from food businesses and food chain stakeholders this year. Government will assist the process of establishing the interim Chair position. Once appointed this interim Chair will liaise with industry to appoint the membership. The membership should encompass whole food chain representation and food manufacturing should feature strongly.
- 2.4 Following establishment, the membership will elect the permanent Chair. The way in which The Board will be constituted in the longer-term will not be decided at the outset. Depending on its performance and the wider industry view, it may progress to public appointed status or become federated with industry organisations and initiatives, if judged by The Board to contribute towards the delivery of The Board's vision. Alternatively it may develop in to a food business membership organisation.
- 2.5 The Welsh Government will be represented on The Board as an ordinary member and government will also provide administrative support for The Board. It is envisaged that the Welsh Government will provide core funding initially to sustain both the membership and its activity, which would reduce over-time to be replaced by industry funding.
- 2.6 It is envisaged that there will be a degree of fluidity to the membership. The Board will be able to commission specific pieces of work and may adopt a task and finish group approach inviting experts to join a specific sub-group to progress a given task. There will also be a need for a mechanism to refresh the whole Board membership at set intervals or arising out of changing priorities or performance issues.
- 2.7 The Food and Drink Wales Industry Board will be expected to take shared ownership with Welsh Government of the Action Plan. The Board would be able to influence the scope or timing of actions, add more or change emphasis and may choose to produce its own action plan. It will be expected to report on its progress to the Minister for Natural Resources and Food and to Welsh Government formally on an annual basis and more often informally. The Board will agree its own terms of reference; the following draft terms represent the Welsh Government's opinion of the role and responsibilities that could form the basis of The Board:
 - Amend and drive forward the implementation of the Action Plan, through strategic leadership, and regularly monitor the progress. Advise on new/changing actions over time.

- Ensure that The Boards direction and actions are consistent with the Welsh Government's strategy for farming.
- Advise on and establish Knowledge Transfer Networks (KTNs) or other networks as required under the umbrella of The Board. Such networks may be sub-sector and/or subject specific.



- Maintain regular communications with sub-sector representative bodies to ensure the Action Plan's actions are translated into activity tailored to the different sub-sector needs and opportunities.
- Determine research needs to support innovation and growth and identify partnerships to conduct the research and report these to government and the industry.
- Identify business opportunities in both the domestic and export markets.
- Ensure that food safety, sustainable development and healthy eating are integral to all recommendations and activity. Develop a working relationship with the Natural Resources & Food Reference Group (NRF) and the Wales Animal Health and Welfare Framework Group which are overarching stakeholder groups to advise the Minister for Natural Resources and Food.

- Develop a working relationship with food industry stakeholder representative bodies inside and outside of Wales including levy bodies, Food & Drink Federations, Farming Unions and government departments including Natural Resources and Food, economy, health and education.
- Liaise with both the food industry and the education and training providers to ensure that service provision matches industry need; is readily accessible, and incorporates attainment of qualifications and an ethos of Continuing Professional Development.
- Be alert to food policy and food industry developments in other parts of the UK, the Europe Union (EU) and globally, to learn from others experience, and to develop cross-border partnerships and opportunities.
- Ensure that programme management processes are in place to track the progress of delivering priority actions and projects.
- Advise on eligibility rules and guidance documents for new industry support programmes/schemes.
- Provide input into project funding decisions and evaluate the success of both Welsh Government and EU funding initiatives.
- Coordinate industry support around delivery of funding and generate co-funding mechanisms.
- Collate and disseminate market intelligence.
- Keep the industry informed of legislative developments/changes and market developments and opportunities.
- Promote best practice and champion key growth companies.

2.8 The Food and Drink Wales Industry Board will be fundamental to the successful achievement of the 30% growth goal and the wider 2020 Vision. The Welsh Government will do all that it can to ensure the success of The Board but essentially The Board must gain the confidence and support of the industry if it is to have significant impact on growth and development.



3 Food and Drink Wales Identity

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- 3.1 Wales has the food personality and interest to attract both trade and consumer investment while its 'hero clusters' made up of farmers and food manufacturers add to a unique offering that is Wales.
- 3.2 The Welsh Government made a decision in 2013 to move away from the Wales The True Taste brand and awards to enable support for the wider industry, through a more trade-focused 'Wales' umbrella (Food and Drink Wales / Bwyd a Diod Cymru). This umbrella approach creates a platform for the industry to show-case the excellence of their own brand and product in the market place. It is not a brand in itself.
- 3.3 This decision was not made lightly and was trialed only after detailed and sustained research which concluded that there was insufficient recognition and understanding of the True Taste initiative from both trade and consumer interests, in domestic and more particularly export markets. The True Taste approach was not considered effective at trade events, especially abroad, with few people understanding the message about the excellence of Welsh produce that we were trying to convey.
- 3.4 Competitor nations openly exploit strong provenance and associations with place. 75% of producers interviewed in the Welsh Food and Drink Producer Survey 2013 (WFPS13) identified 'Welsh' as the most commonly used theme in their own product branding. Welsh provenance is something to be proud of and Wales's reputation for good quality food and drink products is to be promoted as a positive strength.
- 3.5 Food and Drink Wales is an overarching identity which has been successfully trialed in UK and International exhibitions in the past year. It relies on simple imagery and messaging which continues to evolve and will be further refined under professional guidance. The Identity must work across the whole range of Welsh Food and Drink businesses from large manufacturing to micro-businesses. It must champion the Welsh language. The imagery must be consistent with wider Welsh Government identities and branding. To support the ethos of sustainability, the Identity and messaging should also be supportive of the benefits of 'local'.
- 3.6 The further refinement of the Food and Drink Wales Identity will focus on:
 - Ensuring its complete authenticity.
 - Adding value to the individual products and brands from Welsh food and drink producers.
 - Reflecting and enhancing the positive values of Welsh provenance.
 - Being appropriate in the context of the competitive environment and approaches used elsewhere.
 - Meeting the needs of trade promotions.

- Developing the support of the Welsh Food and Drink sector.
 - Being relevant and motivating to buyers and consumers.
 - Helping stimulate inspiring and engaging marketing communications.
 - Complementing and working alongside other Welsh food and drink producer brands and identities and product brands.
- 3.7 A successful identity must have a powerful idea and a narrative at its heart, a verbal identity to complement the visual identity. This Food and Drink Wales narrative will be further developed and strengthened.
- 3.8 The Identity must comply with legislative requirements including State Aids which was in part a determinant of the nature of the True Taste brand development. An identity is advantageous in this respect, able to promote Welsh provenance without contravening regulations.
- 3.9 Protected Food Names (PFN) are entirely compatible with the umbrella of Food and Drink Wales. We have a successful track record in Europe; the PFN product list is growing – Welsh Lamb, Welsh Beef, Halen Môn Sea Salt, Pembrokeshire Earlies/Pembrokeshire Early Potatoes, and a number of new applications are being taken forward. We must maximise every opportunity for mutually supportive branding through developing propositions that combine taste, place, health and sustainability attributes which will give Welsh products a head-start on the competition.

Awards

- 3.10 The annual awards competition and dinner was a significant feature of the True Taste. Many food producers and supply chain businesses were worthy awards winners and used their success to advance their product promotions and grow their businesses. In this and other respects the advantages of food industry awards are numerous. Welsh Government will be undertaking more research to decide on the options for future industry awards. There are many considerations including many potential categories (taste, business, health, food tourism, micro-business, local, and more). There are already government awards in other sectors which may be able to partner food. There are private sector industry schemes too and all must be considered in the interest of determining what is most beneficial to the food sector; is consistent with other sectors and with competitor countries, and what can be efficiently delivered in terms of resourcing. Above all industry awards must reward excellence. We will be seeking advice from The Board before final decisions are made.

4 Education, Training, Skills and Innovation

- 4.1 A skilled and capable workforce is a prerequisite in any industry to increase productivity and efficiency, and to fuel innovation and growth. The food industry requires a broad range of skills from operatives on the factory floor through to technologists and business and marketing professionals.
- 4.2 A number of studies have identified significant skills gaps in the areas of science, technology and engineering. The *Welsh Food & Drink Skills Project*⁵ found that 45% of food businesses reported technical skills gaps which needed filling in their workforce. The research identified skills gaps in all sectors including: operating and maintaining equipment, waste awareness, environmental awareness and practice, sales and merchandising, manual handling, as well as more specialist skills. In total the report identified the need for approximately 75,000 additional skilled workers in the food chain in Wales by 2020, requiring both new entrants and the up-skilling of existing employees.

Finding the workforce

- 4.3 In the past it has proved difficult to attract people to work in the industry and equally challenging to retain the current workforce in some areas. Many businesses in the food industry can be reliant on migrant labour, and women are often under-represented in the workforce as a whole. The situation will only improve if a shared responsibility is developed between government, food industry managers and the workforce itself.



⁵ <http://foodanddrinkskills.co.uk/>

4.4 Graduates and school leavers are not attracted in the same numbers as in other industries. Universities and colleges can find it difficult to fill places on food courses and degrees. In contrast university and college leavers with food related qualifications find it relatively easy to secure interesting and rewarding jobs that offer career paths. There is clearly a disconnect. The 'block' may be fewer students studying the sciences post 16 or, more likely; it may be attributable to perceptions or misperceptions about exactly what working in the food industry entails. There is a need for a coordinated communications and promotional campaign across Wales basis to 'sell' the opportunities that careers in food have to offer to young people. A number of good ideas were presented in consultation responses including:

- Introduce food studies and food science into the school curriculum across Wales in both primary and secondary education.
- Offer government funded bursaries or subsidised fees for students to pursue food studies where there is a distinct need for professionals, such as food technologists and engineers.
- Work with Careers Wales to consider opportunities for a periodic food industry promotional focus in schools and colleges.
- Academic institutions could cooperate to develop a Food Careers Team which would visit schools to inform young people of the career opportunities.
- Improve, the Sector Skills Council (SSC), has developed its *Tasty Career Resources*⁶ which includes a training package to train young people to become School Ambassadors, and provides a resource pack to communicate food career opportunities and choices.
- A programme of visits by successful and inspirational food business leaders to schools, and/or schools visiting businesses, would inject a sense of realism into the opportunities that exist. The programme could be developed together with universities/colleges.
- Work with food businesses and young people to facilitate more apprenticeships in the food industry. The Shared Apprenticeship Scheme approach could work well for micro and SME food businesses that predominate in Wales.
- Encourage collaboration between universities and industry to encourage best practice models such as the Kite (Knowledge Information Technology Exchange) programme which is Welsh Government/EU funded and is a collaboration between the food centres and SMEs where graduates are placed in food businesses for varying periods of time to bring technical expertise and advance innovation.
- Promote the Food and Drink Federation's *Taste Success*⁷ which is an industry-led, award winning campaign to attract new talent to UK food and drink manufacturing which aims to help 13–19 year olds understand the potential of the industry as a career of first choice.

4.5 The Board working with Welsh Government will be tasked with determining the best strategy to raise the profile of food industry careers and to plug the skills gap.

Committing to training

4.6 Staff turnover can be high in the food industry where workers do not see obvious career pathways. The Welsh Food and Drink Producer Survey 2013 (WFPS13)⁸ recorded that only one quarter of businesses have a personal development programme in place for employees although the majority of larger businesses (50 or more employees) do have a programme.

6 <http://tastycareers.org.uk/>

7 <https://www.fdf.org.uk/campaigns/careers.aspx>

8 <http://wales.gov.uk/topics/environmentcountryside/foodandfisheries/foodandmarketdevelopmentpubs/foodanddrinkproducersurvey2013/?lang=en>

Data from Improve, the Sector Skills Council, reported that 46% of businesses in Wales undertake no training despite the need to ensure legislative training takes place.

- 4.7 Food businesses need to commit to Continuing Professional Development if they are to secure the commitment of the workforce to training and personal development. 'Investors in People' should have broad application which should include tailoring to micro and SME businesses.
- 4.8 The Food and Drink Skills Project identified the most significant barriers for businesses in terms of prioritising training were the cost of training, and the time required to undertake training – in general this referred to staff time away from working responsibilities while being trained, which was particularly an issue for smaller businesses. For most businesses interviewed, training would be undertaken if it was more cost effective for business i.e. in terms of business competence and business organisation.
- 4.9 There were a number of helpful suggestions in response to the consultation to improve perceptions and engender more support from businesses for training:
- A cost-benefit analysis of training across the supply chain, and dissemination of the results could be used to demonstrate operational performance and the impact on the bottom line.
 - More research is needed to enable the reporting on the impact that training has on productivity, safe working practices, efficiency and profitability.
 - Utilise tools and on-line solutions such as the Professional Skills Framework to identify competencies, employee skill sets, and strengths and weaknesses, and develop a plan to ensure skills gaps are addressed.
- 4.10 The cost and time barriers are particularly significant in Wales where micro businesses predominate. On-line and work-based learning approaches to training may be particularly appropriate and if offered as 'bite size' modules could minimise the disruption to manufacturing.
- 4.11 There is a perception that training priorities can be determined by suppliers and in relation to their skills set rather than industry led. There is also concern about replication in terms of training provision with some estimates identifying upwards of 70 training providers so that a competitive market almost arises between providers. Accessing training and funding for training can be seen as overly bureaucratic. Regional and national projects are sometimes seen to overlap and potentially conflict with duplication in relation to the terms of reference. It is difficult for businesses to know where to turn for a complete solution to their specific needs.
- 4.12 To fully engage the workforce in training it must be seen as worthwhile and relevant and part of a planned approach to their development. The workforce must value the training received. Learning could be modular and must be accredited and where there is across sectoral relevance this must be explained and apparent. Skills Passports could be developed and also talent management programmes, similar to the Agri-Academy initiative with primary producers.

Sourcing the training

- 4.13 There is a wealth of training available to the food industry in Wales from a number of expert delivery public and private sector bodies and organisations. However, both the range and variety of subjects and providers can create a confusing picture. Businesses do not have a good understanding of what training is available and what will be the most appropriate for the needs of individuals and the business.

- 4.14 The Welsh Government's Business Wales offers a range of support including workforce development, skills growth and enhancing leadership. For example the Workforce Development Programme works with businesses, free of charge, to develop training strategies and identify needs, to improve organisational development, to match training needs to training providers, and to work towards the Investors in People award.
- 4.15 There are 18 Sector Skills Councils and five Sector Skills Bodies who work with over 550,000 employers to address skills needs for business and define skills standards in industry. Improve and Lantra provide a range of services for food chain businesses. Other skills councils may also have services of benefit to specific businesses such as e-Skills UK (IT), People 1st (hospitality) and Skills for Logistics.
- 4.16 The universities and colleges typically engage in training for businesses as well as students. The food centres in Wales support the development of businesses, each centre is dedicated to encouraging the development of the agri-food sector and offers technical and practical support on all aspects of food production from farm to fork.
- 4.17 Trade bodies such as the Food & Drink Federations (FDFs) and the Engineering Employers Federation (EEF) work with their members businesses to provide training and development. There are a number of other private sector providers of training which should ensure ample provision, but it is a confused picture.
- 4.18 The area of food safety is particularly important and the food centres, and other providers of food safety training, work with the industry to improve the safety standards in food processing. The 2013 Wales Food and Drink Producers Survey (WFPS13) reported that of the 300 businesses surveyed, only 45% reported having a business accreditation (e.g. BRC, SALSA, Red Tractor). Achieving recognised industry accreditations should be a priority for food businesses if they are realistic about taking responsibility for food safety and to target new customers and markets.

The importance of language

- 4.19 Recent survey work⁹ with employers estimated that almost a quarter of all of their staff had some level of Welsh language skills, and 25% of staff in the Agri-food sector used Welsh at work. Just over a third of employers in the eight sectors covered in the research regarded having staff with Welsh language skills at their establishment as very (18%) or fairly important (17%). This was higher among employers in Childcare, Agrifood and Social Care. Clearly there is a need to ensure that Welsh language training services are available to meet demand but also that businesses requesting technical/other training through the medium of Welsh can be supplied. The Welsh language is an important part of the Food and Drink Wales identity and will be supported through the Action Plan.
- 4.20 There is a significant population of migrant labour employed in the food industry in Wales. The language barrier can impede effective communication, both Welsh and English language training needs must be carefully considered by employers who are engaging this workforce.

Innovation

- 4.21 Innovation can be defined as the process of translating a new idea or invention into a product or service that creates value for which customers will pay a premium. Much of the training provision already discussed will have an emphasis on innovation, or incorporating innovative

⁹ <http://wales.gov.uk/statistics-and-research/welsh-language-skills-needs-eight-sectors/?skip=1&lang=en>

thinking. There is also an increasing emphasis on mainstreaming innovation at Welsh, UK and EU levels including:

- Technology Strategy Board (TSB) covers the whole of the UK. In Wales, the TSB works closely with the Welsh Government to: support high performing companies that can create employment, wealth and sustainability; encourage inward investment; build and maintain strong links with key anchor companies based in Wales and take steps to retain and embed them in the Welsh economy; and help small firms with the potential to grow and succeed and develop an entrepreneurial culture. The Welsh Government works alongside the Technology Strategy Board to co-fund promote and help deliver programmes including Collaborative R&D and Knowledge Transfer Partnerships.
- Within the TSB the UK strategy for Agricultural Technologies sets out a range of actions for the Agri-tech Leadership Council, industry, government and the science base to deliver a vision for the agri-tech sector. The actions will improve the translation of research into practice through government investment in an Agri-Tech Catalyst which will provide a single fund for projects and also investment in Centres for Agricultural Innovation. Other actions will include data/information analysis, better alignment of research with government spending, export and inward investment support for businesses and building a stronger skills base in the agri-food sector.
- Horizon 2020 is the biggest EU Research and Innovation programme ever with nearly €80 billion of funding available over 7 years (2014 to 2020) – in addition to the private investment that this money will attract. It promises more breakthroughs, discoveries and world-firsts by taking great ideas from the lab to the market. Horizon 2020 is open to everyone, aims to reduce red tape so that new projects get off the ground quickly and achieve results faster.
- The European Institute of Innovation and Technology (EIT) integrates all three sides of the 'knowledge triangle', i.e. higher education, research and business, in Knowledge and Innovation Communities (KICs) to cooperate and advance innovation in Europe. The three first KICs were launched in 2010 in climate change, Information and Communication Technology, and Sustainable Energy. Planned KICs in 2014 include Healthy Living and Active Ageing, and Raw Materials. In 2016 the themes of Food4Future and Added-value manufacturing will be added.

4.22 The food centres in Wales could lead in the development and engagement of the sources of innovation funding to drive a sustainable model of future delivery

4.23 Food businesses need simplified and easy access to identify their training needs and the most appropriate provider(s) of training. There is a need to build a comprehensive map of the whole range of training services available to food businesses and to identify and fill any gaps in that provision. In parallel, an on-line single access gateway would enable businesses to quickly and easily navigate to the service that meets their needs. Collaboration will be needed from all training providers for this to be made to happen. There is a significant role for government to drive the changes while The Board's input will be essential towards shaping the future of training provision and its delivery in Wales.

5 Business growth and market development

5.1 The Welsh Government's ambition is to grow sales in the food and drink sector by 30% to £7 billion by the year 2020. The business growth and market development actions will focus on targeted activity to deliver jobs, growth and wealth for Wales. Economic, social and environmental sustainability will be at the heart of all interventions. The target is compatible with the industry's own target stated in the UK Food & Drink Federation's (FDF) 2020 vision to grow the sector by 20% by 2020. FDF set out areas that industry and government needed to collaborate on to accelerate the rate of growth in the sector. Notably action on exports, skills and innovation are key to their vision.

Business growth and development

5.2 The food and drink industry in Wales has inherent strengths including high quality raw materials, the natural attributes of its landscape, expertise in some key sectors and access to high quality technical support, particularly in areas of product development and innovation.

5.3 However food businesses have differing ambitions. Some wish to grow and/or expand and supply major customers including multiple retailers or food service, in domestic or export markets. Others, including some micro & SME businesses in Wales, are more interested in supplying and sustaining local markets and may be content with lower levels of growth.



- 5.4 All food manufacturers, small or large must be profitable to be sustainable. Growth in sales will not be sustainable if, for example, the costs of production are disproportionately high. Business sustainability is therefore dependent on a sound business model based on improving productivity leading to increased profits.
- 5.5 The drivers of productivity are investment, innovation, skills, enterprise and a competitive environment. Increasing the productivity of food chain businesses will be essential to achieve the growth ambitions in this Action Plan and it will therefore be essential to enable the productivity drivers.
- 5.6 The food sector can be categorised in different ways. Large, medium, small and micro businesses can benefit from different approaches to supporting their development.
- 5.7 Anchor companies (global or international organisation having Welsh head quarters or significant corporate presence in Wales) and Regionally Important Companies (significant importance to the region of Wales in which they are located due to, for example, number of employees, commitment to a skilled workforce, development of the supply chain and investment in the Welsh site) require key account management and this will be the approach in the food sector.
- 5.8 The food division is developing a growth model of business engagement which will highlight the top 50 growth businesses, the top 50 innovative businesses, and the top 50 potential growth businesses. Key account management will be supplemented to assist 'top 50' businesses.
- 5.9 Small and Medium enterprises (SMEs) as well as micro businesses will be managed through a sub-sector or category approach, which will be linked into the growth criteria as it is developed. Typically we classify the subsectors in relation to the primary production sub-categories as: red meat, dairy, poultry and eggs, fish, drinks, baked goods, horticulture and animal feed. This categorisation does not easily cover the increasing range of added value products including ready meals and packaged grocery which could represent sub-categories in their own right. The British Retail Consortium (BRC) identifies 18 sub categories:
- Raw red meat.
 - Raw poultry.
 - Raw prepared products (meat and vegetarian).
 - Raw fish products and preparations.
 - Fruits, vegetables and nuts.
 - Prepared fruit, vegetables and nuts.
 - Dairy, liquid egg.
 - Cooked meat/fish products.
 - Raw cured and/or fermented meat and fish.
 - Ready meals and sandwiches, ready-to-eat desserts.
 - Low/high acid in cans/glass.
 - Beverages.
 - Alcoholic drinks and fermented/brewed products.
 - Bakery.
 - Dried foods and ingredients.
 - Confectionery.

- Cereals and snacks.
- Oils and fats.

5.10 In terms of supporting the development of the industry it will be important to ensure that it is covered in all its different categories; The Board will need to decide on the most appropriate categorisation. The relative importance of the sub-sectors will be an important consideration. There are data gaps in this respect and filling the gaps as well as disaggregating datasets will be a priority for Welsh Government to enable targeted support and development.

Manufacturing sector

- 32% of food manufacturers are meat businesses.
- 20% of food manufacturers are bakery and confectionery businesses.
- All other sub-sectors account for between 2 and 10%.

Agricultural sector

- Red meat production (beef, lamb, pork) contributed around 43% of the annual total value of Welsh agricultural gross output, worth £595 million in 2012.
- Milk and milk products are estimated to have accounted for around 30% of gross output in 2010, 2011 and 2012.



- 5.11 Some of the sub-sectors are well represented in terms of dedicated bodies to support their development, in particular red meat (Hybu Cig Cymru) and dairy (Dairy Task Force, DairyCo, Dairy UK), in part due to their importance to the agricultural economy. Levy payment on sales is a feature of many production systems and the levy is used by the representative/levy body to develop markets, inform businesses and develop the sub-sector. The levy collection and spend is complicated by issues such as place of slaughter for livestock and this is a significant concern to Welsh Government. Currently the levy is distributed to promotional bodies in the country of slaughter or export, regardless of where the livestock is reared and Wales has little influence over approximately £1 million of levy collection on Welsh livestock slaughtered in England, and the subsequent expenditure of that levy. Achieving a fair apportionment and spend for Wales is a priority. Other food sub-sectors are less well organised in having well resourced representative bodies, and the individual sub-sector need could be considered by The Board.
- 5.12 The 2013 Food and Drink Producers Survey (WFPS13) asked 300 businesses to identify the three most significant constraints to their development. Increased costs/overheads (29%) and access to finance (29%) were most commonly cited by respondents while distribution was second in importance at 18%. The red meat sector also expressed concerns in relation to the burden of legislation, environmental challenges, adapting to varying market conditions, access to raw materials, being sufficiently innovative and adopting technical best practice.
- 5.13 The Welsh Government directly funds food businesses growth and development plans through a number of initiatives. Capital projects can attract funding through Economy, Science and Transport funding streams (commonly Wales Growth Investment Fund, Repayable Business Finance and Wales Economic Growth Fund).
- 5.14 European funding, being planned through the Rural Development Programme (RDP) 2014–2020, will contribute to capital projects under established schemes such as the Processing and Marketing Grant Scheme, and the Supply Chain Efficiency Scheme which provides financial support for co-operation projects that will develop new products, processes and technologies. New schemes will also be considered in relation to industry needs, and The Board will be invited to contribute ideas.
- 5.15 Food businesses can also access support under a comprehensive Trade Development Business Programme (TDBP) which includes mentoring support, meet the buyer events, category management (market intelligence, new product development) and industry events to champion innovation and new product development. An independent evaluation of the TDBP was carried out by CM International UK Ltd. (CMI) in 2013 and concluded that the TDBP has the potential to provide an important interchange for market knowledge and detailed policy objectives.
- 5.16 WFPS13 reported that 50% of surveyed businesses did not access support which may be indicative of a lack of awareness. As a consequence some businesses with real potential for growth and job creation may be disadvantaged. Similarly while 73% of businesses have heard of one or more of the food centres in Wales just under one third had used food centre services which may indicate a lack of understanding of their offer.
- 5.17 Support schemes and services must be designed in partnership with business to ensure that business needs are fully considered and that all sizes, categories, production bases and trading environment are covered. Priority of funding needs to align to growth targets and growth models.
- 5.18 The support package must be effectively communicated, monitored and redefined when necessary, for example in response to changes in marketplace opportunities or production challenges.

5.19 Innovation is the lifeblood of the food industry and must extend beyond product development to process engineering, business systems, packaging design, distribution, energy efficiency and waste management. The comprehensive offer must be widely communicated and be easily understood and accessed by businesses.

Integration

5.20 The most effective food chains tend to be those that are fully integrated from primary producer to consumer. WFPS13 reported that 60% of businesses collaborated with customers or suppliers and this was more common for businesses with ten or more employees. The most common type of collaboration was on new product development where 88% mentioned some involvement. Collaboration also varies by sector with the drinks industry appearing to be most open to the concept (67% non-alcoholic; 52% alcoholic) compared to meat at only 15% although the sample sizes for this sector comparison was small. Meaningful collaboration requires trust and openness which is difficult for producers; open book negotiations often cause concern that once production costs are known, costs and prices will be squeezed, limiting opportunities to increase margins. Ways must be found to effectively share information to benefit all food chain businesses. The advantages to supply chain businesses through vertical and horizontal integration include:

- Fairer price negotiations for producers and processors.
- Customer commitment to purchase agreed volume and quality specifications.
- Improved market intelligence/knowledge transfer.
- Improved business planning.
- Assured food produce.
- Increased confidence in the integrity of the food chain.
- Persistent problems (e.g. food distribution and logistics) can be resolved.

5.21 Meet the buyer events are an important part of the TDBP and this will be expanded to include broader networking events to engage whole supply chain business representatives. It is increasingly important to engage the multiple retailers in a regular dialogue and the recent establishment of the Wales Retail Consortium is a welcome development in this respect.

5.22 The establishment of a Grocery Code Adjudicator to oversee operation of the Grocery Supply Chain Code of Practice should improve fairness in the operation of the supply chain. The performance of this office will be monitored by Welsh Government.

5.23 There are opportunities to consider specific funding support to stimulate collaboration in supply chains and RDP 2014-2020 offers significant scope for this support through encouraging industry and academia collaboration as well as across-territories/Member States initiatives.

Market Development

Exports

5.24 The development of both existing and new export markets for Welsh food and drink products will be essential towards realising our vision. The scope of the domestic market, (especially in red meat with only 5% of production consumed in Wales), makes this a necessity. In 2013, 22% of non-exporting food producers expressed an interest in exporting (Wales Food Producers Survey 2013) compared to 17% in the previous year. Outside of dairy, beef and lamb sectors, food & drink exports are less than 30% and tend to be included within the UK figures.

- 5.25 The Food and Drink Wales Identity will lead the way in promoting the quality of Welsh food and drink products. Wales must target the markets that offer the greatest opportunity for the product categories where we currently have supply capability e.g. dairy, meat, drinks, and bakery products. Developing new value-added products will be an important component of expanding export trade. Niche specialised products (such as Halen Môn/Anglesey Sea Salt) will often have export potential; they may not generate large volume orders, but may achieve a premium price and will enhance the quality reputation of Welsh food and drink.
- 5.26 Wales is developing a reputation for Protected Food Name (PFNs) products with recent successes (Halon Môn Sea Salt and Pembrokeshire Earlies/Pembrokeshire Early Potatoes) and more pipeline candidates. PFNs increase market sustainability particularly in Europe and enhance Wales' reputation for quality food. As exports increase and industry growth is leveraged it is envisaged that new job opportunities will be created throughout the supply chain.
- 5.27 Export market development is advanced by across government working. The Welsh Government works with UK Trade Investment (UKTI), DEFRA and the FSA to maximise the resources and support available to Welsh producers. Within the Welsh Government improved across-department working should enable more cost effective export campaigns.



5.28 The International Trade Development Programme (ITDP) is designed both to assist Welsh producers to develop new export business and also support the growth of existing export business. There are three main parts to the programme:

1. International Trade Development (ITD) is fully funded by Welsh Government and offers an export business diagnostic service, market selection advice, export strategy planning, finance advice, route to market planner and practical bespoke business advice.
2. International Trade Opportunities (ITO) is 75% funded by Welsh Government and includes local market research, customer searches, assistance with market entry, regulatory advice, agent and distributor assistance, and a meetings programme.
3. The third element is the Overseas Business Development Visit Grant Scheme (OBDEV) and is 50% funded by Welsh Government. The scheme enables businesses to undertake targeted visits to identified business contacts or trade exhibitions, to establish market presence through securing contracts and developing further opportunities.

5.29 The International and UK Food and Drink events programme is the accompaniment to ITDP and comprises a series of events and activities involving attendance at International and UK Food and Drink related trade exhibitions. Overseas trade missions and exhibitions play a pivotal role in helping to increase exports from Wales and the programme of events and trade missions reflects the demand from Welsh Food and Drink companies to fulfil these markets. More challenging markets can be targeted including the Middle East and the BRIC (Brazil, Russia, China, and India) countries. We need to capitalise on the advantages to foreign investors who have chosen Wales to establish the next phase of growth for their food businesses and sometimes to access the EU marketplace. Support measures to companies include:

- Support from a pro-business government.
- A large and highly skilled workforce supported by appropriate training.
- Advanced infrastructure with easy access nationally, and support for international trade and export.
- Support for innovation and product development.
- Strong RD&I base with robust university and industry collaboration.
- Excellent supply chain and subsector clusters.
- Cost-competitive commercial and food grade properties.
- Availability of a wide range of public and private sector business finance.

5.30 Both the ITDP and the UK programme are periodically reviewed to assess their effectiveness and continuing 'fit for purpose'. The supported businesses are evaluated with similar rigour both during the process and after participation in the programme.

Domestic market

5.31 Substitution of imported product with domestic product as well as added value and niche product development offers potential for food producers to expand home market sales but more research and baseline data will be necessary to clearly identify the opportunities. An ongoing supply chain dialogue must develop to build trust and ultimately more integrated supply chains. The Board should be well placed to develop this dialogue with The Wales Retail Consortium and the wider range of end customers in domestic retail and hospitality markets.

- 5.32 Wales' micro food businesses often favour local supply chain development which encompasses local retail, hospitality/food service, and direct retail (farm shops, markets, festivals). For some there is a natural progression from farmers markets through food festivals towards supplying major UK customers. Many more businesses are sustained by continuing to supply local. Micro & SME businesses cannot always qualify for the whole range of business support due to their scale of operation.
- 5.33 There is a need to develop a pathway to growth that provides guidance, signposting and the support (including financial) to enable these businesses to develop fully in their target markets. The food centres in Wales are placed in a proactive position to develop the growth agenda in micro businesses.

Tourism

- 5.34 Welsh Government recognises both food and tourism as priority sectors for the Welsh economy. Food tourism is defined as any activity that promotes a high quality, distinctive, local and sustainable food experience linked to a particular place. The emphasis of our activity in the recent past has been:
- The Food Tourism Initiative.
 - Food Festivals Grant scheme.
 - Promotional Grant Scheme.
 - True Taste Awards Marketing.
- 5.35 Great Britain Day Visits Survey 2012 reports that eating out in Wales accounted for 39% or £1,479 million, of total visitor expenditure. However the WFPS13 recorded that less than half of the 300 food businesses surveyed are current suppliers to the tourism sector and 6% find it a difficult market to operate in. More than a third of businesses have not considered this marketplace. Clearly there is work to be done to support partnership and collaborative working between food and tourism businesses.
- 5.36 The Welsh Government Strategy for Tourism 2013–2020 – Partnership for Growth provides the basis for the Welsh Government, the tourism industry and other organisations to focus on the priorities that will deliver a more prosperous and competitive tourism sector. The strategy identifies quality local food and drink as part of the product offering. There is a need to increase Wales' reputation as a high quality food destination through improving food quality and range, raising awareness amongst visitors and encouraging tourism operators to use locally sourced food.
- 5.37 A joint Food Tourism Action Plan is being developed by industry and government working together to deliver synergistic food and tourism benefits. A consultation response that proposed validating as many Welsh food products as 'best on shelf', through objective analysis and to then identify perhaps the top 100 products and communicate this to catering and hotel companies, could be considered. The importance of effective industry communication is needed to leverage the opportunities from linking food and tourism.
- 5.38 The importance of food-tourism industry awards to celebrate the best products and businesses will also be considered. There may be scope for a strong national 'Les Routiers' style brand for quality food hospitality outlets to build a reputation and focus around Welsh Food and Drink.

- 5.39 The reputation of Welsh food and drink, as something special, will only be sustained through the commitment of the industry to producing quality products.
- 5.40 Major events (culture, sport, and heritage) offer a great opportunity to champion Welsh food, as part of the event/product offering. Food specific events are a huge visitor attraction in their own right and encompass farmers markets, food festivals, food trails, and visits to food producers/farm shops and to local food markets.
- 5.41 Welsh Government provides financial support for many events. The evolution of food festivals has seen beneficial development in many directions including the creation of market development opportunities for producers beyond the festival circuit, consumer health and education initiatives, and a variety of added value to the local economy. A three year funding programme is being considered to enable longer term planning and the sustainability of food festivals.
- 5.42 Part of the new approach would include regionally important festivals as key drivers, as well as providing support for community led festivals.
- 5.43 It is also proposed that a Food Festival Association is developed. Part of its remit could be to develop models of best practice and to promote sustainable funding models. The micro businesses within the festivals need an opportunity to innovate and grow and need targeted pathways of support to transform them into the SMEs of the future in the sector. 842 separate providers attended Food Festivals last year, and a 10% annual growth target for developing micro businesses would be reasonable.
- 5.44 Government's funding support must evolve to reflect the changing needs of festivals/other events and of their producers, while at the same time working with events to make them independently financially sustainable in the longer term.

Supplying the public sector

- 5.45 Public sector procurement is an important issue in view of government's commitment to sustainability. Public procurement from 'local' businesses sustains employment and can significantly reduce food miles. Food and drink purchasing is a significant area of spend within the Welsh public sector budget and there has been an increasing call to buy produce from Wales. It is important to balance the environmental need for local and short supply chains with the customer product preferences, public budgeting constraints and the need for food businesses to remain viable. These competing pressures may intensify in future years, and possibly will be most acute in certain public sector settings (Local Authorities or Health Boards). A targeted Public Sector Food Strategy will be encouraged to support the productivity of the food supply-chain.
- 5.46 The Survey of Public Sector Food Purchasing in Wales 2013 (PSFP13) estimated that 63% of purchases were from Welsh companies including producers and distributors. The largest proportion of spend is on meat products representing around a quarter of all purchases and 40% of Welsh origin although this had declined from 60% in the previous study in 2009.
- 5.47 Challenges to overcome in order to increase public sector spend on Welsh produce include competitive pricing, product availability, issues surrounding continuity of supply, brand loyalty on and use of sourcing consortia. Producers are not heavily reliant on the public sector as a source of revenue. On average, around 10% of turnover relates to this market irrespective of the route. Just 6% report that it accounts for half or more of total sales. Possible areas for

future interventions by the Welsh Government include simplifying access to the tender process such as reducing bureaucracy, using smaller lots, and increasing the emphasis on local benefits. Other suggestions include encouragement of local and Welsh suppliers to bid for the supply, raising awareness of tenders and contracts, and providing more advice on how to tender.

5.48 The National Procurement Service (NPS) was launched in November 2013 and 73 Welsh public sector organisations have signed-up, having made a 5-year commitment to use the contracts and frameworks provided by the service. NPS has a broad remit in terms of procurement (construction materials, IT, people services, and fleet) and offers many advantages of relevance to food supply businesses:

- An independent Chair and a delivery Board with Senior Procurement Leader representatives from across Wales.
- Identify supply chain opportunities for Welsh businesses and lower the barrier for small firms.
- Early tender notification to suppliers.
- Less emphasis on pre-qualification processes.
- Close working with Business Wales, including supplier events, to encourage businesses to tender.
- NPS will work closely with Welsh Local Government Association (WLGA) and other representative bodies.

5.49 The success of the NPS will be measured in terms of increasing, the opportunities for food businesses to supply the public sector, the number of suppliers and volume/range of product supplied, and the benefits to food producers targeting this marketplace.



6 Food security and food safety

- 6.1 Food is central to our lives. It defines our culture and economy, it shapes our environment, as well as our health and to our relationships with people across the world.
- 6.2 To ensure that all Welsh Government policies consider the relevance of food in delivering wider policy priorities a Welsh Government Food Policy Group, with representation from all departments and with a cross-cutting remit will be established. This group will build a working relationship with The Board and both groups will regularly engage with the overarching stakeholder groups established by Natural Resources and Food [the Natural Resources & Food Reference Group (NRF) and the Wales Animal Health and Welfare Framework Group] which provides advice to the Minister for Natural Resources and Food. The Food Policy Group will also drive forward our ambition to tackle poverty and to improve people's diets and lifestyle choices.

Food safety

- 6.3 The food chain needs to be able to deliver high quality, safe and sustainable food in order to maintain consumer trust. Food safety is a whole food chain responsibility. Farmers and growers must take every precaution to ensure that the crops and livestock they produce for market are safe and the risk of transmission of food borne illnesses is minimal. Disease prevention is fundamental to developing a sustainable food and farming industry. Farm assurance standards provide baseline reassurance that good husbandry (crop/livestock) and welfare standards are being adhered to. Animal health and welfare impacts on food quality and helping industry to assure the highest possible standards increases the public perception of animal products produced in Wales. High standards of animal health and welfare provide a marketing opportunity in both domestic and export markets. Intra-EU trade is dependent on compliance with EU legislation on animal health and welfare and exacting health standards are required when exporting to global markets. Healthy livestock also contribute to improvements in production efficiencies and industry resilience. Farm Health Planning plays a key role in improving efficiency and quality of the food further along the chain.
- 6.4 The Food Standards Agency (FSA) is responsible for food and feed safety and food hygiene across the UK. The FSA works with local authorities to secure compliance with food safety regulations, including taking enforcement action where necessary. The FSA have dedicated staff to monitor approved meat establishments for compliance with regulatory requirements. The FSA in Wales is responsible for policy in respect of food and feed safety, food hygiene, labelling and compositional standards.
- 6.5 There is a need to improve traceability throughout the supply chain – to reassure consumers, retailers, processors and producers and safeguard the integrity of the supply chain. The EU's Food Information Regulation for Consumers (FIC) will increase traceability requirements. FIC maintains the current requirement to provide country of origin or place of provenance information for food where its absence is likely to mislead consumers. Subject to implementing rules and impact assessments, the FIC also extends origin requirements to fresh and frozen meat from sheep, goat, pig and poultry. The Regulation tasks the European Commission to carry out further work on country of origin and provenance requirements including: other meats, meat as an ingredient in a food, milk, and milk as an ingredient in dairy products.

- 6.6 The way in which food is prepared before consumption can pose a significant risk to human health. The statutory food hygiene rating scheme is based upon the programme of food hygiene interventions (official controls) that local authorities carry out. The Food Hygiene Rating (Wales) Act 2013 and associated regulations requires food businesses in Wales to display their food hygiene rating in a prominent place, such as the front door or window, at an entrance. Upon request business operators and relevant staff have to inform customers of the rating. The scheme covers food business places where people eat out, including restaurants, takeaways, mobile caterers, cafés, hotels and pubs; places where people shop for food, such as supermarkets, bakeries and delicatessens; and establishments such as schools, hospitals, children's nurseries and residential care homes. Food outlets are rated from 0-5 on criteria such as how the food is prepared, cooked and stored and the condition of the premises and how food safety within the business is managed. A '5' rating means hygiene standards are very good and 0 means urgent improvement is necessary. The statutory food hygiene rating scheme will be extended to business-to-business trade in November 2014 and ratings could then be used as a selection criterion when public sector contracts are tendered.
- 6.7 The major retailers understand the high cost of product recalls and the risk to the supply-chain. Challenges will include maintaining quality assured practices; robust testing of the authenticity of food and food chain safety, and security; and assessing risk to the supply chain.
- 6.8 Businesses should have crisis management plans in place and all food businesses should undertake risk analysis and management. They should strive to acquire recognised food safety assurance standards/accreditations which will also provide necessary reassurance to retailers and consumers. WFPS13 revealed that only 45% of businesses held one or more accreditations. This is a situation that must be improved. Food Chain Security Plans should be tested at least annually. All food businesses should develop a food safety culture which is inclusive of managing risk, Hazard Analysis & Critical Control Points (HACCP) standards and where appropriate microbiological testing. The sharing of intelligence will be critical to our attempts to ensure there is the ability to effectively tackle food fraud. The Welsh Government and The Board will work closely with the planned Centre of Excellence for Food Security & Food Safety initiative at Swansea, to achieve a holistic approach towards sustaining our food production base in Wales and to protect consumers.
- 6.9 The Welsh Government and The Board needs to consolidate effective partnership working with the FSA, Local Government and the food industry to ensure food and feed safety. This should extend to close working with centres of excellence such as the planned Food Security & Food Safety Centre at Swansea which aims to sustain our food production base in Wales and contribute to consumer protection.
- 6.10 The impact of food on public health is much wider than food borne infectious disease. An unhealthy diet can lead to poor health and premature death, with around a third of deaths from heart disease, and a quarter of cancers – the main causes of death in Wales attributable to diet. In addition, a diet too calorie dense accompanied by a lack of regular physical activity impacts on obesity levels. In Wales nearly six in ten adults and three in ten children are overweight or obese. The cost of these chronic diseases to the Welsh Government is huge. In 2011, obesity alone was estimated to cost the NHS in Wales £73 million, although the cost to individuals will be even higher. The Welsh Government is promoting healthy eating in schools, public sector settings, workplaces and catering outlets. To make progress there must be greater awareness of the importance of healthy eating and lifestyles, healthy options must be readily available, everyone must have easy access to healthy options, and healthier foods must be affordable. An important vehicle is the Food Co-operative programme that has established over 330 Food Co-ops across Wales, selling quality and often local, fruit and vegetables and many

more foods at an annual saving of around £200 for a typical family. The programme operates in all parts of Wales but focuses on the most deprived communities and so supports the Government's commitment to tackling poverty, addressing inequalities in health and building health assets.

6.11 Healthy eating must be embedded in Welsh culture to achieve significant change. The Future Generations Bill has a role while a Public Health Bill in Wales, if developed, could provide an overarching framework for tackling the main health challenges. There are many good initiatives in Wales and elsewhere that we can build on:

- The EU School Foods programme and School Milk Scheme is important in educating individuals in healthy dietary choices for the rest of their lives.
- In Scotland, the Scottish Grocers Federation sponsors a Healthy Living Programme supporting small shops in low income areas to sell a healthier range of product.
- More promotion of 'change 4life' and better promotion and support for Healthy Start Vouchers for pregnant women and mothers with young children would also help, particularly with small retailers in deprived communities.
- FSA 'Food Competencies for Children' covered a range of food related skills including nutritional knowledge, an understanding of the principles of advertising, and food storage and preparation. Incorporating this approach into the core curriculum for schools could be considered in support of encouraging healthy lifestyles.
- Many schools are teaching children to grow food and about 100 schools in Wales are venues for Community Food Co-operatives which teaches numeracy, literacy, retail and business skills alongside healthy eating messages.
- Over 440 community growing initiatives in Wales are providing communities with fresh produce in their diets. Community growing teaches skills, increases confidence and sustains communities, and re-engages disaffected people. Ways must be found to 'free-up' more publicly owned land and to explore options for utilising private land to extend this tried and tested initiative.
- Incredible edible towns make use of all available 'green' areas in towns to grow edible produce.
- Product reformulation through encouraging innovation in processing to improve the health credentials of products such as reduced salt, sugar and fat.
- Innovate: work with retailers on joint health and nutrition initiatives such as product matching.
- Schemes such as 'FareShare' to distribute good food to people in need from manufacturers that would otherwise be wasted due to minor deficiencies in terms of meeting customer specifications.
- Accreditations and awards such as the 'Food for Life' catering mark, 'Healthy Schools Award', 'Gold Standard Healthy Snack Award' and the 'Healthy Options Award' will be important in championing success in the development of a healthy food culture.
- Food Banks are a vital short-term safety net for people facing particular financial hardship and will continue to be important to prevent undernourishment.

6.12 Work with the food industry should focus on encouraging the provision of healthier choices through reformulation, more appropriate portion sizes, more availability and marketing of healthier options and better labelling, alongside work to develop and promote the Welsh food sector. Food manufacturers could embed this in their corporate social responsibility policies. The

Welsh Government, together with other UK Governments has launched a front-of-pack nutrition labelling scheme to help consumers make a healthy choice at a glance. Over 60% of the market is using this labelling. This is a consistent scheme after many years of customer confusion.

Food security

- 6.13 Securing food supplies for our nation will have to be done in the face of changing patterns of consumption, the impacts of climate change, fluctuation in fuel prices and currency rates, as food is increasingly traded in global commodity markets. Wales is well suited to providing an increasing variety of food products, which can reduce UK dependence on imports. A balance must be found between feeding our own population, alongside export ambitions and all within environmental limits. If the environment is not sustained then food security will not be possible in the longer term.
- 6.14 Wales is in an almost unique position in that sustainable development is at the heart of our founding legislation, ensuring that it is embedded in what we do. It is our unique selling point, and business can be sure that we will stick to these principles in an economic climate which is shifting elsewhere in the world. The Welsh Government will produce a Proposition on Green Growth for Business which will send a clear message that Wales is the destination for establishing and growing businesses that are environmentally, economically and socially responsible. Food businesses will be invited to demonstrate their commitment through signing the Sustainable Development Charter emphasising their voluntary commitment towards improving the economic, social and environmental well-being of Wales.
- 6.15 Wales must deliver an innovative and productive, low carbon emission, economy that makes more efficient and more proportionate use of resources; and which generates wealth and provides employment opportunities for a skilled and well-educated population. The transition in the food chain must encompass new drivers of economic growth that deliver:
- Resource efficiency.
 - Low carbon pathway.
 - Cost effective and affordable energy through the transition.
 - Investment in natural capital.
 - Resilience.

Green House Gas (GHG) emissions

- 6.16 The food chain contributes significantly to GHG emissions. Grazing ruminant livestock produce methane and farming practices (cultivations, fertiliser applications) release carbon and produce nitrous oxide. Dietary manipulation and improving livestock health status will have a direct and positive impact on GHG emissions while sensitively managed farmland can sequester and store significant carbon. The nature of the food chain beyond the farm gate involves several stages: taking raw materials from farms, processing, storage, packaging, distribution, retail, transport to homes/catering establishments, cooking, and ultimately consumption or waste – it is difficult to extract data from the inventory¹⁰ that specifically covers discrete packages of activity in the food chain. Detailed analysis of the food chain is further confounded by the fact that different parts of the cycle “from farm gate to plate” are not all necessarily undertaken in Wales, and that the raw material sourced from farms may or may not (depending on the product) have been produced in Wales.

¹⁰ The GHG Inventory which provides annual figures for emissions in Wales broken down into a number of sectors: energy, industrial processes, solvents, agriculture, land use and land use change, and waste. <http://naei.defra.gov.uk/about/>

- 6.17 A broad analysis is provided in the Land Use Climate Change Group report of March 2010¹¹, which estimates (from extrapolated UK figures) that overall emissions in the post farm-gate part of the food chain roughly equate to those of agriculture. This represents about 10% of Wales' carbon footprint (or approximately 20% of the emissions in "areas of devolved competence").
- 6.18 Food manufacturers and processors can access advice and guidance from many providers, and often at no cost, on how to reduce their emissions. Improvements in the efficiency of use of water and energy, as well as in the management of food distribution will reduce their carbon footprint and can also be good for business through reduced costs and an improved bottom line. The food sector is the largest producer of commercial waste in Wales, and the second largest producer of industrial waste; both simple (reduce, reuse, recycle) and technological solutions must be found. Consumers have a significant responsibility too; UK Household food waste accounts for 7 million tonnes of which 4.2 million tonnes is avoidable.
- 6.19 Individual supermarket chains have their own initiatives to supply "greener" food commodities. These include applying basic standards which would apply generically to most of the produce sold as well as additional "premium" standards on some lines. Retailers influence suppliers (including farmers) to undertake practices that reduce the carbon footprints of their raw material products. They are supportive of Farm Health Planning (as promoted by Farming Connect) which plays a key role in improving efficiency and can also reduce the carbon footprint. Members of the Food and Drink Federation reduced their CO₂ emissions by 27% in 2011 compared to 1993¹².
- 6.20 Measures for reducing GHGs apply throughout the food chain cycle – processing, distribution, retail and consumption – and will have varying degrees of impact depending on the food commodity in question. These include:
- Energy efficiency – savings through manufacturing efficiencies.
 - Use of renewable energy – reducing energy cost.
 - Use of low-footprint refrigerants – move away from HCFCs.
 - Packaging – reduction in packaging and recycling.
 - Measures for transport efficiency and move away from fossil-fuel vehicles.
 - Smarter distribution/logistics including regional food hubs.
 - Waste management – reduce wastage, and where waste is unavoidable process to avoid landfill; work with WRAP/Love Food Hate Waste and similar initiatives.
 - Promote ISO 14000 which is a family of environmental management standards for business.
 - More local food production for local markets.
 - More enabling of local food supply within the public procurement process.
 - Support the diversification into the growing of a broader range of crops/foods such as barley for the micro brewing sector, and more vegetables and fruits for local markets.
 - More focus on developing and promoting less energy intensive, nutritious and sustainable foods.
 - Cittaslow towns such as Mold which use cutting edge technology to reduce their carbon footprint and live in harmony with the environment.

11 <http://wales.gov.uk/topics/environmentcountryside/farmingandcountryside/farming/landuseclimatechange/?lang=en>

12 Measured under FDF's voluntary Climate Change Agreement with the Department for Energy and Climate Change.

- 6.21 Food “Roadmaps” provide necessary guidance to businesses on how to reduce their environmental impact and have been produced for the red meat and dairy sub sectors in Wales. The Roadmap is designed to consider challenges such as the industry’s approach to greenhouse gasses, carbon footprint, water quality and use, waste management, biodiversity, countryside management, carbon conservation and sequestration, and suggests solutions.
- 6.22 Organic production is significant in scale in Wales and also needs to be considered in the delivery of a green economy. The nature of the organic supply chain may fit more easily with a green economy model and there may be an opportunity for exemplars of best practice with potential carryover to conventional production.
- 6.23 It may be advantageous to provide dedicated financial support through the Rural Development Plan (RDP) 2014–2020 and/or other funding sources to food businesses that actively work to reduce their ecological footprint. Signposting to sources of advice and information such as the Carbon Trust would support businesses to take responsibility for designing and implementing environmental plans. This could have an additional, significant benefit of adding environmental credentials to the Food and Drink Wales Identity.
- 6.24 Consumers too have an important role in securing the natural environment and its resources, so vital to our food security. Lifestyle choices of the general public in Wales and beyond influence the level of GHG emissions throughout the food chain. These include: consuming locally produced products and accepting seasonality of production, purchasing products with an “accreditation” for lowering the carbon footprint (and other sustainability measures), adopting balanced diets in terms of calorific quantity and health considerations, energy efficient preparation, and minimising food waste in the home.
- 6.25 The Welsh Government has policies and initiatives in place that address some specific issues in the food chain, the planned *Food Manufacture, Services and Retail Sector Plan* will tackle food and packaging wastes. The Food Waste Treatment Programme¹³ was established to capture and treat food waste and, where appropriate, other biodegradable materials from the waste stream. Measures to reduce GHG emissions in the food chain should be aligned with and embedded into existing and developing Welsh Government policies for sustainable development and green growth.

13 Measured under FDF’s voluntary Climate Change Agreement with the Department for Energy and Climate Change.

7 Monitoring and Evaluation

- 7.1 There are 48 actions in this Plan. Each action specifies milestones (which are time-limited), delivery responsibility, a method of monitoring and evaluation and targeted outcomes. The Welsh Government will undertake and publish a mid-term review of progress in delivering the actions and achieving the outcomes. This report will be published in 2017, followed by a final report in 2020.
- 7.2 Separately The Board, once established, will have the opportunity to adapt the actions, both those where The Board are already indicated as having a responsibility in the delivery and other actions where The Board feels this would be appropriate. The Board will also have the opportunity to amend the Plan and the actions, substituting or adding actions as appropriate. The amended plan will be published on the Welsh Government website within six months of The Board becoming operational.
- 7.3 The Board will be expected to present an Annual Food Sector Update Report to the Minister for Natural Resources and Food (NRF) on their progress in delivering the plan. The Board's contribution will be expected to include a report of progress on individual actions outlined in the plan and an assessment of whether the desired outcomes are being achieved and that they remain relevant in the context of the government's priorities (Programme for Government) and the industry challenges and opportunities.
- 7.4 The NRF Minister will meet with the Chair of The Board at least three times every year and will meet with The Board subject to their invitation.
- 7.5 The over-arching stakeholder groups, *Natural Resources & Food Reference Group (NRF)* and *the Wales Animal Health and Welfare Framework Group* will be invited to contribute to and comment on The Board's Annual Food Sector Update report.
- 7.6 The Welsh Government's cross-cutting Food Policy Group will be asked to contribute to the Annual Food Sector Update report in the context of the effectiveness of food policy join-up.
- 7.7 The Centre of Excellence for Food Security and Food Safety, will be invited to contribute to and comment on the Annual Food Sector Update report.
- 7.8 The Food Tourism Action Plan will be periodically reviewed and updated, and this will be published. The Board will be invited to contribute to and comment on this Plan.
- 7.9 The Welsh Government will produce and publish industry data and statistics to support the work of The Board. The baseline collation and appraisal of data and economic statistics will be established and published in the first year and will be regularly revisited. The baseline will comprise robust statistics and data on the industry and its sub-sectors. This data will enable evaluations and comparisons to be made between sectors and between the food sector in Wales and in other nations. The food chain and consumers will be surveyed periodically for feedback on industry, food chain and consumer issues and the survey findings will be published.

8 Conclusion

- 8.1 Delivering jobs and growth in the food sector in Wales will involve balancing the requirements of process and outcomes and not just focusing on process with no direction. So what should government concentrate on and how should this be completed? If the food sector is to realise its growth potential in the future a new approach is required. This will only be achieved with industry engagement at both a strategic and a delivery level.
- 8.2 Towards Sustainable Growth: An Action Plan for the Food and Drink Industry 2014–2020 will contribute to delivering the Programme for Government and the sustainability priority in particular. The Food and Drink industry is completely cross-cutting and will be instrumental in sustaining the economy, the environment and both urban and rural communities. Food will, therefore, be a prominent policy consideration in the wider development of policy on Agriculture, Environment, Tourism, Education, Health, and in the Tackling Poverty Agenda.
- 8.3 Collaboration and partnership working is seen as being crucial to achieving growth. This includes better communication and information sharing throughout the supply chain and closer integration between partner organisations and government at all levels. The Board will take the lead, supported by Welsh Government to deliver sustainable growth and jobs for Wales. The Board, and its wider and ongoing engagement with the whole industry and stakeholder groupings, will be the key to the success of the Action Plan.
- 8.4 The Food and Drink Wales Identity will provide a platform for Welsh food and drink in markets home and abroad and will emphasise all that is good about Wales. The Identity will be consistent and will compliment 'Brand Wales'.
- 8.5 Research, development and innovation fuels growth, and will be supported by knowledge transfer, training and up-skilling of the workforce. This will enable the industry to lead the way for the sector, for Welsh businesses and for the Welsh Economy, achieving if not exceeding the growth and gross value added targets.
- 8.6 The success of the plan will be judged both on the basis of the growth and added value ambitions outlined in the ambition and the broad vision:

An industry that demonstrates strong leadership, is growing sustainably and this growth is fuelled by cutting edge research, innovation and knowledge transfer, and is producing products with a global reputation for quality and safety. The vision encapsulates food businesses of all sizes, producing market driven product ranges, with very different ambitions, some with a local customer focus while others will be major players in export markets. The vision is one of green growth where businesses are the custodians of our natural resources, businesses that are both environmentally and socially responsible, and producing safe food to secure improvements in the health and vitality of the people of Wales. We want to see growth in the industry driving change across Wales, helping us to achieve our ambitions to tackle poverty and to create a place for food at the centre of our vision for the future of Welsh society.



9 Actions

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/ Evaluation	Outcomes
Food and Drink Wales Industry Board (The Board)	1	<p>The Board which will have a food industry appointed Chairman and the group will:</p> <ul style="list-style-type: none"> (i) Provide leadership and direction to support industry growth. (ii) Develop a detailed terms of reference in agreement with Welsh Government. (iii) Take ownership of this Action Plan and further develop it appropriately in relation to industry consensus and need. (iv) Advise Welsh Government on industry challenges opportunities, and government interventions. (v) Advise on and develop knowledge transfer networks to communicate and develop the industry – may be sub-sector based or themed. (vi) Periodically report to Welsh Government on its activities and the outputs and outcomes achieved. 	<ul style="list-style-type: none"> (i) Food industry businesses and sector stakeholders to be invited to nominate a Chairman for The Board. (ii) The Board to be fully established in 2014. 	Welsh Government & industry.	<p>The Board will agree with Welsh Government the timescale and intervals for performance reporting for both The Board and the industry's growth and development.</p>	<p>An inclusive action plan which is delivering jobs and growth for Wales. Increase industry growth by boosting sales turnover and profitability, jobs and sector performance. Targeting 30% increased turnover to £7 billion and Gross Value Added by 10% to £1.4 billion by 2020. Increased turnover. [30% T.O. and 10% GVA increase by 2020].</p>

Food and Drink Wales Identity	2	Welsh Government will further develop the new trade identity building on, Food and Drink Wales/Bwyd a Diod Cymru, through a distinct set of provenance indicators that convey confidence in the qualities and traceability of Welsh Food.	Complete the definition of The Identity to incorporate the culture (language and imagery) of Wales and in a way that is beneficial to all food manufacturing businesses (micro through to large).	Welsh Government, The Board.	Annual feedback sought from food sector companies, wider trade and customers.	A strong Welsh identity which secures increased sales of Welsh food and drinks at home and abroad. [30% T.O. and 10% GVA increase by 2020].
3	3	Develop a new approach to food industry awards to encompass all Welsh Government's food policy priorities following full consideration of all existing Welsh Government awards to industry and all private sector recognised awards schemes.	<ul style="list-style-type: none"> (i) Scope all options with Visit Wales and other Welsh Government Departments and agree way forward. (ii) Review all food industry related awards schemes including health and environment related awards. (iii) Define and promote new awards to industry . 	The Board, Welsh Government.	Feedback from the whole supply chain.	Enhance food culture and grow sales. [30% T.O. and 10% GVA increase by 2020].
Education, Training, Skills and Innovation	4	Develop a skilled and capable workforce through developing key partnerships in the 'skills supply chain' by engagement with Secondary and Higher Education, manufacturing businesses and stakeholders interests.	<ul style="list-style-type: none"> (i) Map all training delivery in the food chain including Sector Skills Councils, DfES, Higher Education, Food Centres. (ii) Develop a simple single on-line access gateway and a decision tree approach so that businesses can identify their training needs and the most appropriate provider to meet their needs. 	The Board, FSA, Universities/ Colleges/schools, Sector Skills Councils(SSC) Food Centres.	<ul style="list-style-type: none"> (i) Numbers of delivery partners. (ii) Confirmed basis for joint working. (iii) Numbers of new entrants to the food industry. 	No significant skills gap in the food sector in Wales by 2020 boosting sector growth. [30% T.O. and 10% GVA increase by 2020].

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/ Evaluation	Outcomes
	5	Address skills gaps across the Food Supply Chain through devising/ revising training and skills programme. The development of food industry competencies will also be taken forward.	<ul style="list-style-type: none"> (i) Review existing provision and gaps. (ii) Produce new comprehensive refined programme for food manufacturing. (iii) Develop valued qualifications which includes 'skills passports' and apprenticeship routes to training. 	The Board, DFES, Universities/ Colleges Sector Skills Councils (SSC), Food Centres.	<ul style="list-style-type: none"> (i) New programmes developed. (ii) Number of businesses accessing the new programme. (iii) Number of people trained. 	Improved business efficiency, productivity and growth [30% T.O. and 10% GVA increase by 2020].
	6	Create awareness and promote careers in the food supply chain.	<ul style="list-style-type: none"> (i) Develop a communications plan and 'roadshow' to publicise the opportunities that the food industry can offer young people across a range of skills and qualifications levels. (ii) Scope the establishment of Food Career Ambassadors to promote careers in the industry (iii) Scope all opportunities for more food industry apprenticeships including the Food & Drink Federation's 'Taste Success'. (iv) Consider government funding and/or The Board funding options towards degree level study in the food sector where there are significant skills gaps. 	The Board, Welsh Government, Universities and Colleges.	Number of applications to food related education and training courses.	Improved business efficiency, productivity and growth [30% T.O. and 10% GVA increase by 2020].

			(v) Investigate the benefits of talent tracking and its management, building on the Agri-Academy initiative in farming, to develop future leaders in the food industry.			
7	Support the implementation of the recommendations from the Food & Drink Skills Council produced by the Sector Skills Board.	Develop the implementation plan.	Sector Skills Council (SSC).	(i) Number of businesses accessing the new programme. (ii) Number of people trained.	Improved business, efficiency, productivity and growth [30% T.O. and 10% GVA increase by 2020].	
8	Create innovative, novel approaches and incentives to encourage industry training for SME businesses.	(i) Develop 'bite-size' on-line training modules. (ii) Develop a knowledge transfer approach throughout the Food & Drink Supply Chains. (iii) Scope the potential for micro-businesses to fully engage in 'Investors in People'. (iv) Develop an on-line 'Food Education Hub'.	The Board, FSA, Welsh Government, SSCs, Universities and Colleges, Food Centres.	(i) Feedback from businesses. (ii) Number of businesses accessing novel training initiatives.	Improved business efficiency, productivity and growth [30% T.O. and 10% GVA increase by 2020].	

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/Evaluation	Outcomes
	9	Adopt the Knowledge Information Technology Exchange (Kite) approach of industry and academia collaboration where graduates are placed in industry to lead/ support advances in technology and innovation. Extend this to cover a wider range of tailored services, including process engineering, packaging, marketing and distribution to food and drink businesses in Wales.	<p>(i) Partner bodies to meet to scope the development of a wider range of service provision.</p> <p>(ii) Roll out the expanded range of services.</p>	The Board, Welsh Government, Food Centres.	<p>(i) Number of new additional services.</p> <p>(ii) Monitor the number of businesses accessing the services.</p> <p>(iii) Number of new industry developments.</p>	Increased sales and profits. Increased technical support. Increased innovation. [30% T.O. and 10% GVA increase by 2020].
	10	Encourage more food businesses to prioritise training and continued professional development.	A training needs analysis and training plan should be a pre-requisite from businesses before expansion and growth plans receive grant support.	Welsh Government, The Board, FSA & Local Authorities (LAs).	Number of businesses applying for grants.	Improved business efficiency, productivity and growth. [30% T.O. and 10% GVA increase by 2020].
	11	Welsh Government will seek to ensure that all opportunities to promote the Welsh language, through food policy generally and trade through the action plan, are explored and taken up where appropriate. This will include opportunities at trade and cultural events.	With immediate effect.	Welsh Government & The Board.	Surveys of businesses and Welsh language stakeholders.	Raise the profile of Wales' rich culture and heritage through the language as well as enabling food businesses wishing to develop a strong Welsh cultural/language identity.

Business Growth and Market Development	12	Improve industry baseline data and fill knowledge gaps through commissioning research, purchasing relevant and credible market, industry and consumer data. This will provide insight and fine tune market development strategy and implementation.	(i) Increase Welsh Government in-house resource for provision of data sourcing and analysis including employing a skilled market analyst (ii) Complete a 'Knowledge Gaps' study. (iii) Fill knowledge gaps.	Welsh Government, The Board, Food Centres, Universities, Sector Skills Councils.	Food business feedback.	Targeted and successful marketing and trade campaigns and more productive and efficient businesses [30% T.O. and 10% GVA increase by 2020].
13	13	Welsh Government to prioritise the largest (key) food/drink companies in Wales through key account management and applying anchor company principles.	(i) Identify and meet with the key companies quarterly. (ii) Key account managers to meet and understand company plans and ambitions.	Welsh Government, The Board.	(i) Periodic survey of businesses in Wales. (ii) Producer survey.	Individual business growth plans – job creation, increased output/ productivity/ profits [30% T.O. and 10% GVA increase by 2020].
14	14	Welsh Government to manage the development of the Small Medium Enterprise (SME) sector on a key sectoral management approach. The sub sectors are meat, dairy, fisheries, bakery, horticulture, poultry/eggs, drinks, animal feed and ready to heat/eat (packaged grocery).	(i) Appoint Sector Managers within Food Division for each sub sector. (ii) Sector Managers to identify all relevant stakeholder groups for the individual sectors and agree basis of engagement. (iii) Sector development plans/roadmaps for each sector completed/updated.	Welsh Government, The Board.	Food Producer Surveys undertaken periodically.	More job creation through targeting both the sectors and the SMEs with most potential for growth. [30% T.O. and 10% GVA increase by 2020].
15	15	Investigate the advantages and disadvantages to all sub sectors from developing a 'Levy Hub' for Wales in relation to using levy money collected from producers and processors to the Welsh food industry's best advantage.	Undertake a review/evaluation.	Welsh Government.	Review outcome and recommendations and next steps.	Using resources to best advantage to grow the industry. [30% T.O. and 10% GVA increase by 2020].

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/ Evaluation	Outcomes
	16	Investigate the development of a single access gateway (business hub) for food businesses, via Business Wales, to communicate the business development and support services available. This will also identify the most appropriate service to meet their needs, and enable easy access to that service.	(i) Map all business development advice/ services and providers available to food businesses. (ii) Develop an on-line single access gateway.	Welsh Government, The Board.	Number of businesses accessing support services.	Jobs and wealth creation. [30% T.O. and 10% GVA increase by 2020].
	17	Ensure RDP 2014-2020 provides business and processing support schemes that are appropriate to the food sector. This will require close working and integration across all government departments.	On-going.	Welsh Government, The Board.	Agree a suite of RDP 2014–2020 interventions in 2014.	Maximise the financial resource to deliver multiple outcomes e.g. business growth, reduced ecological footprint and health benefits.
	18	Ensure that all sources of EU, Welsh Government and other financial support (grants, flexible loans and other) to food businesses is appropriate, coordinated, widely publicised and used to maximum advantage to grow the sector.	(i) Map all sources of capital and revenue support and interventions for businesses to grow and expand. (ii) Consider ways to overcome barriers associated with some current interventions.	The Board, Welsh Government.	(i) Number of businesses accessing support. (ii) Number, nature and value of the supported investments. (iii) New business generated following investment. (iv) Seamless communication strategy to industry.	Sales growth, jobs growth. [30% T.O. and 10% GVA increase by 2020].

19	Extend and enhance the mentoring support to more SMEs and micro food businesses.	<p>(i) Review the mentoring programme, the providers of mentoring services, and the criteria for evaluating the benefits to food businesses.</p> <p>(ii) Consider extending the range of mentoring provision, to include food safety for example.</p> <p>(iii) Monitor/appraise mentor performance at least half-yearly.</p>	Welsh Government, The Board.	<p>(i) Number of businesses mentored.</p> <p>(ii) Feedback from mentored businesses and mentors.</p>	Increased profits and sales. [30% T.O. and 10% GVA increase by 2020].
20	Support industry innovation through: <p>(i) Develop a new knowledge transfer network in the sector in Wales to promote dissemination and uptake of latest technologies.</p> <p>(ii) Refine and procure services to provide support to the industry regarding product and process development, packaging, distribution, and waste management.</p> <p>(iii) Stimulate research where innovation is needed to address industry problems (e.g. management/disposal of contaminated plastic waste and metal based packaging waste).</p>	<p>(i) New/improved KT transfer network to be developed.</p> <p>(ii) Comprehensive ‘innovation offer’ to be clearly defined</p> <p>(iii) The ‘Innovation offer to business’ to be widely communicated to the whole of the food chain.</p> <p>(iv) Extend the outreach of innovation centres, through more bespoke services for business (Kite approach; lend a manager); and food business parks with shared resources.</p>	The Board, Food Centre, Welsh Government.	<p>(i) Number of businesses assisted through food technology support programmes.</p> <p>(ii) Number of new products/ processes taken to market annually.</p>	More and new Welsh products/ processes contributing to sales growth. [30% T.O. and 10% GVA increase by 2020].
21	Develop an ongoing programme of food chain networking events in Wales to bring together business representatives from the whole of the supply chain.	Trial – Breakfast/Evening networking events at ‘business friendly’ times and locations.	The Board.	<p>(i) Feedback from supply chain businesses.</p> <p>(ii) New business/ supply contracts agreed.</p>	More sustainable supply chains for all ‘links’ involved. [30% T.O. and 10% GVA increase by 2020].

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/ Evaluation	Outcomes
	22	Refocus Supply Chain Efficiencies (SCE) provision under new RDP 2014-2020, to ensure more support towards supply chain integration.	<ul style="list-style-type: none"> (i) Complete the review of SCE. (ii) Complete the redesign of SCE to address integration. (iii) Train a new RDP Business Delivery Team within Welsh Government. 	Welsh Government, The Board.	<ul style="list-style-type: none"> (i) Number of successful applications to new SCE. (ii) Number of integrated/ collaborative supply chain ventures. 	More sustainable supply chains for all 'links' involved. [30% T.O. and 10% GVA increase by 2020].
	23	Develop options for a food distribution/ operations plan for food businesses in Wales to overcome the problems and costs faced by small businesses accessing the marketplace.	<ul style="list-style-type: none"> (i) Undertake a review of the extent of food distribution related problems in Wales, assessing impact on individual businesses and on sector growth. (ii) Produce a comprehensive Distributions/Operations Plan for Food Businesses detailing solutions to distributional and logistical problems. 	The Board.	<ul style="list-style-type: none"> (i) Production of the Plan. (ii) Feedback from industry. 	More sustainable businesses. More routes to market. [30% T.O. and 10% GVA increase by 2020].
	24	Develop strong working links and a regular dialogue with the Wales Retail Consortium (WRC) and the British Retail Consortium (BRC).	Agree a programme of regular meetings with WRC.	The Board, Welsh Government.	<ul style="list-style-type: none"> (i) Numbers of meetings. (ii) Number of new retailer opportunities identified, and developed. 	Increased supply chain understanding, collaboration and Welsh product sales. [30% T.O. and 10% GVA increase by 2020].

25	<p>Revise export trade supports to be more focused, pro-active, responsive and offer more flexibility to food businesses in Wales. Maximise the impact of a bold, strong and clear national identity under the Food and Drink Wales Identity banner and collaborate with UK Trade & Industry (UKTI) and DEFRA to maximise the impact of a UK presence at trade events, while retaining our distinctive national identity.</p>	<p>(i) Review the trade development programme. (ii) Identify and formalise the contact with all trade partners who support trade development. (iii) Develop a new export market programme (both established and emerging markets).</p>	<p>Welsh Government, The Board.</p>	<p>New export markets, growth in existing export markets, sales data, jobs created, jobs safeguarded.</p>	<p>Increased Welsh product sales home /abroad. [30% T.O. and 10% GVA increase by 2020].</p>
26	<p>Provide new opportunities for export growth through:</p> <p>(i) More planning and targeting of potential export markets, including the more challenging emerging markets. (ii) Close working between Welsh Government, the UK Government and other devolved administrations, to improve collaboration, including to overcome market access issues (iii) Extend the range of methods/channels used in more established export markets. (iv) Identify more Welsh businesses with export potential and provide enhanced support, including financial, to develop and extend their capabilities for international trade.</p>	<p>(i) Review and identify the businesses with export potential every six months (ii) Conduct annual trade missions, at ministerial level, to emerging export markets offering the greatest potential. (iii) Strengthen Welsh Government Export Policy Support.</p>	<p>Welsh Government, The Board, FSA and DEFRA.</p>	<p>New leads generated, value of sales secured, value of potential new sales, jobs created, jobs safeguarded.</p>	<p>Sales and business growth. [30% T.O. and 10% GVA increase by 2020].</p>

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/ Evaluation	Outcomes
	27	Work with businesses to fully exploit opportunities for more Protected Food Names (PFNs) for Welsh produce and their export development. Also to actively promote PFN products to customers.	<ul style="list-style-type: none"> (i) Review on a quarterly basis all applications being progressed. (ii) Fully explore all new proposals with industry when presented. 	Welsh Government, UK Government, The Board.	<ul style="list-style-type: none"> (i) Numbers of protected food name products approved/ secured. (ii) Number of products/ applications being developed/ pipeline. 	Increased Welsh product sales home/abroad. Enhanced quality reputation for the product and for Wales. [30% T.O. and 10% GVA increase by 2020].
	28	<p>Foreign Direct Investment (FDI)</p> <ul style="list-style-type: none"> (i) Refine the FDI offer package to encompass all of the advantages Wales has to offer, including a skilled workforce, proximity of raw materials and market, cost effective growth base, R&D support, and enabling government. (ii) Using this package as a means to promote Wales as one of the best locations for inward investment, in the UK and internationally, and working closely across Welsh Government departments, including UK and overseas offices, to encourage greater generation of 'leads' and attract increased rates of inward investment into Wales. (iii) Ensure aftercare support to inward investments is in place where appropriate, to support further growth and job creation. 	<ul style="list-style-type: none"> (i) Develop and complete the 'Business Solutions' portfolio. (ii) Develop an international food direct investment network within our embassies. 	Welsh Government, UKTI.	Rate of inward investment. Business Solutions – Growth Matrix.	Jobs and wealth creation. [30% T.O. and 10% GVA increase by 2020]. More Foreign Direct Investment.

29	Ensure adequate availability and access to property for processing of primary products and food manufacturing generally. The provision should include premises for incubation/ starter units, expansion and inward investment which will support new and developing food businesses.	<ul style="list-style-type: none"> (i) Complete a gap analysis and develop new funding mechanisms. (ii) Complete a redundant property review. (iii) Complete a phased Food Business Development analysis. 	Welsh Government, The Board, UKTI Direct investment network.	<ul style="list-style-type: none"> (i) Numbers and spatial distribution of suitable food business premises. (ii) Demand versus supply of starter and expansion units. (iii) Number of redundant units upgraded for food sector businesses. 	Facilitated growth of food businesses from micro/SME, to support growth and jobs creation. Attract more FDI. [30% T.O. and 10% GVA increase by 2020].
30	Enable public sector market opportunities to be developed for the food industry and in particular SME and micro food businesses.	Work with the National Procurement Service (NPS) to develop the opportunities for small and micro businesses to bid to supply the public sector. This will include opportunities for early notification of opportunities to suppliers; removing pre-qualification processes and ensuring issues of quality, health attributes, food hygiene and provenance are given due consideration.	Welsh Government, The Board.	<ul style="list-style-type: none"> (i) Numbers of food and drink suppliers to public sector. (ii) Numbers, volumes and value of products supplied. (iii) Benchmark public sector food procurement in Wales against England, Scotland and Northern Ireland. 	Facilitated growth of food businesses from micro/ SME, to support growth and jobs creation. Attract more FDI. [30% T.O. and 10% GVA increase by 2020].
31	Welsh Government will develop a generic 'local toolkit' to support businesses that wish to target and develop local markets including local retail (direct/indirect), tourism and public sector.	<ul style="list-style-type: none"> (i) Scope the business local 'toolkit'. (ii) Roll out to business. 	Welsh Government, The Board.	Number of business supplying local markets.	Sustainable local demand for Welsh produce.

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/ Evaluation	Outcomes
	32	Encourage Welsh caterers to use Welsh produce including increased use of logos and emblems (e.g. on menus, advertising). Food and Drink Wales Identity and other supporting identities.	<p>(i) Review, the current state of play and the opportunities/ barriers for producers, distributors and caterers.</p> <p>(ii) Scope future actions on the basis of that review.</p>	Welsh Government Local Authorities, Health Boards, The Board.	The Review will establish a baseline which can be monitored against over time. Monitoring to include the biennial public sector purchasing survey.	Increased Welsh produce sales. [30% T.O. and 10% GVA increase by 2020].
	33	Collaborate with sector partners on joint market development and promotional activities.	The Board to develop a joint market development and promotional plan (including PR and Media coverage).	The Board, Welsh Government.	Monitor media coverage and publicity surrounding Welsh food culture.	Increased sales – food and tourism sectors. [30% T.O. and 10% GVA increase by 2020].
	34	Work with Visit Wales and map out all of the 'tourism' partners that can contribute to the Food Tourism Action Plan.	<p>(i) Complete the mapping exercise.</p> <p>(ii) Meet with all identified tourism partners to establish a basis for joint working and to build the food tourism offer.</p>	Welsh Government, The Board.	<p>(i) Number of tourism partners committing to partnership working.</p> <p>(ii) Extent of collaborative working/initiatives.</p>	Increased sales – food and tourism sectors. [30% T.O. and 10% GVA increase by 2020].

35	Develop a joint plan of action with Visit Wales to deliver synergistic food and tourism benefits through both Visit Wales Strategy and Towards Sustainable Growth: An Action Plan for the Food and Drink Industry 2014–2020 – Publish an annual action plan which will include joint marketing, skills development, and collaborative opportunities through partnering established players.	(i) Publish the first Food Tourism Action Plan. (ii) Annually review the Food Tourism Action Plan.	Welsh Government.	(i) Food business sales growth, and tourism businesses growth. (ii) Public awareness/satisfaction surveys.	Increased sales – food and tourism sectors. [30% T.O. and 10% GVA increase by 2020].
36	Provide grant assistance to a range of business and community led events, tourist attractions, in Wales capable of raising the profile of the Welsh food and drinks industry. Refine the process of identifying the most appropriate support for individual events which recognises the wider initiatives and added value of many events to local economic development, educational activity and market development (e.g. meet the buyer).	(i) Reappraise the criteria and level of investment support towards 'food events'. (ii) Explore all options to showcase Welsh food and drink at tourist attractions and locations. (iii) Develop a sustainability tool kit including a grant assistance framework that supports the broader development and added value initiatives of food festivals. (iv) Support the development of a Food Festival Association which will also support the development and coordination of festivals. (v) Appraise options to support farmers markets in Wales.	Welsh Government, The Board.	(i) Number of events and attractions supported. (ii) Number of unsupported events. (iii) Impact on produce sales and growth.	Enhanced brand image contributing to increased sales and wider local economic activity. [30% T.O. and 10% GVA increase by 2020].

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/Evaluation	Outcomes
Food Safety and Food Security	37	Establish a Food Policy Group to ensure food policy issues are considered across Welsh Government departments. The group's role would be to achieve improved policy join-up across government where food is a consideration in broader policy development. Linking with Education, Health and Economy/ Science/ Transport will be a priority.	Establish the group across Department and across Ministerial portfolios representation.	Welsh Government.	(i) Food business feedback. (ii) Supply chain feedback. (iii) Public feedback.	Clarity of policy direction. Complimentary policies.
	38	The Welsh Government will work closely with food security and food safety stakeholders to achieve holistic approach to sustaining the food production base in Wales and to protect consumers. The FSA, the Food Fraud Coordination Unit, Local Authorities, and the planned Centre of Excellence for Food Security/Food Safety at Swansea will be key players.	Establish a basis for working in partnership.	University of Swansea, FSA, The Board, Local Authorities.	(i) Levels/incidence of zoonotic and endemic diseases in farmed animals. (ii) Public health incidents resulting from animal health problems.	Food safety. Food chain resilience. Improved public health. Reduced cost/income loss to business.
	39	Consider the development of a National Food & Nutrition Strategy and/or a Public Health Bill for Wales.	Undertake research with industry, public health stakeholders to determine whether a strategy is necessary and should be progressed, and if not what the alternative(s) should be.	Welsh Government, The Board.	Conclusions and recommendations from the research.	Improved public health.

40	Promote healthy eating and drinking in schools through the Healthy Eating in Schools (Wales) Measure 2009 and Healthy Eating in Schools (Nutritional Standards and Requirements) (Wales) Regulations 2013.	As agreed in Minister for Health & Social Services's Communications Plan. Also include these messages in food promotion events and publications to ensure join-up.	Welsh Government Local Health Boards (LHBs).	<p>(i) Number of schools complying with the new mandatory requirements.</p> <p>(ii) Diet related disease trends in the medium to long-term.</p>	<p>(i) Improved access to healthier food choices.</p> <p>(ii) Improved diet related health.</p> <p>(iii) Reduced obesity.</p>
41	Consider all opportunities to develop a healthy lifestyle eating culture in schools including the teaching of growing, preparing, cooking, balancing diet and exercise. Continuing FSA engagement with schools in some of Wales' most deprived communities on food safety and standards	<p>(i) Consider the inclusion of growing food, cooking skills, and healthy eating in the school curriculum.</p> <p>(ii) The Welsh Baccalaureate to be considered as a vehicle in secondary schools.</p>	Welsh Government.	Number of schools teaching food and cookery skills and healthy eating.	Improved public health.
42	Promote healthy eating and drinking in: (i) Public sector settings, implementing Welsh Government Guidance for early years settings, leisure centres, youth centres, hospitals and care setting. (ii) In workplaces and all catering outlets, including vending machines.	Consider the range of existing initiatives and incentives, including awards schemes, and future needs and options that encourage businesses to promote healthy eating and drinking to customers.	Local Authorities, Local Health Boards (LHBs), FSA.	<p>(i) Number of settings complying with guidance.</p> <p>(ii) Number of businesses winning awards.</p>	<p>(i) Improved access to healthier food choices.</p> <p>(ii) Improved diet related health.</p> <p>(iii) Reduced obesity.</p>

Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/ Evaluation	Outcomes
	43	Promote and support the improvement of recognised food safety assurances/ accreditations of food and feed businesses to ensure food safety, improve market access which may also reduce the number of compliance inspections.	<ul style="list-style-type: none"> (i) Review the current provision and establish reasons for low take-up. (ii) Run promotional campaign to increase take-up. (iii) Support the Food Hygiene Rating Scheme by ensuring that there is a minimum score requirement included in the criteria for supplying the public sector. (iv) Scope the option of linking financial support, to food businesses, with food safety standards and accreditations. 	The Board, FSA Food Centres.	<ul style="list-style-type: none"> (i) Monitor level of take up of assurance schemes. (ii) Number and frequency of compliance inspections – accredited versus non-accredited businesses. (iii) Pass/failure rates re compliance inspections. (iv) Trends in Food Hygiene Rating scores over time. 	Increased sales of Welsh produce to supermarkets. [30% T.O. and 10% GVA increase by 2020].
	44	Develop a Welsh Government proposition on Green Growth for business which will promote Wales as the destination for establishing and growing compliant businesses that are environmentally and socially responsible.	Publish the Green Growth proposition.	Welsh Government, Natural Resources Wales (NRW).	<ul style="list-style-type: none"> (i) Number of businesses accessing advice on 'greening' of operations. (ii) Number of assisted/supported business growth plans that encompass 'greening'. 	Create a business environment that supports sustainable jobs in a globally competitive environment. [30% T.O. and 10% GVA increase by 2020].

45	Improve access and affordability of food for all, providing choices that contribute to a healthy balanced diet, particularly in deprived communities.	<p>(i) Evaluate the benefits of the Community Food Cooperative initiative, including any specific benefits where Co-ops are located in schools.</p> <p>(ii) Assist food growers to supply Community Food Cooperatives through the development of the 'Local Business Toolkit'.</p> <p>(iii) the Food Policy Group in Welsh Government to explore all options to increase the land availability for community growing, also to ensure an enabling planning system and an appropriate support network for community growing initiatives.</p>	Welsh Government, Local Authorities, The Board, Food Policy Group.	<p>(i) Numbers visiting co-ops.</p> <p>(ii) Volume of food purchased through co-ops.</p> <p>(iii) Number of local food suppliers to co-ops.</p> <p>(iv) Area of land devoted to community growing.</p> <p>(v) Numbers of people involved in community growing.</p>	<p>(i) Improved access to healthier food choices.</p> <p>(ii) Improved diet related health for all.</p>
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Chapter	Action no	Actions	Milestones (short-term) 2014–2016	Responsibility for Action Delivery	Monitoring/ Evaluation	Outcomes
	46	Welsh Government to promote Wales as a low carbon food production country through ensuring effective signposting and easy access to environmental service providers that work with businesses to improve resource efficiency and reduce their ecological footprint.	<ul style="list-style-type: none"> (i) Map all providers of ecological foot printing and environmental service provision to food businesses. (ii) Define the food business benefits of reducing the ecological footprint. (iii) Promote and communicate to businesses, through effective signposting, the availability and benefits (environmental and business) from ecological footprint reduction. (iv) Promote to businesses the benefits of achieving recognised industry standards such as ISO14000 (Environmental Management). 	Welsh Government, The Board.	<ul style="list-style-type: none"> (i) Record number of food businesses accessing environmental services. (ii) Survey and monitor number and range of 'environmental', improvements achieved by food businesses. 	Reduced ecological footprint. Enhanced environmental credentials of Welsh produce will boost sales. [30% T.O. and 10% GVA increase by 2020].
	47	Further develop the sub-sector roadmaps extending to all the sub-sectors to assist food businesses to reduce their ecological footprint.	<ul style="list-style-type: none"> (i) Complete the revision of the Dairy and Red Meat roadmaps. (ii) Scope roadmaps for other food sub-sectors and for the drinks sector. 	HCC, DairyCo, The Board.	<ul style="list-style-type: none"> (i) Monitor uptake of roadmaps by businesses. (ii) Monitor environmental gains. 	Reduced ecological footprint. Water, energy, waste. Carbon efficient industry also delivering business benefits in terms of cost savings and increased (green) sales. [30% T.O. and 10% GVA increase by 2020].

	48	Develop and promote Corporate Social Responsibility (CSR) for food chain businesses.	<p>(i) Scope the current situation in terms of the prevalence of CSR in the sector and the support needed to embed CSR.</p> <p>(ii) Develop the necessary support to enable widespread business take-up.</p> <p>(ii) Communicate and promote the importance of Fair Trade principles in business.</p>	The Board.	Number of businesses adopting CSR Plan and fair trade.	Fair trading and equality practices become the standard. Enhanced CSR credentials of Welsh food companies increasing sales. [30% T.O. and 10% GVA increase by 2020].
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