



# AHDB Pork

## Business Plan 2016-2019

## Contents

Outlook for English Pork .....	3
Key achievements in the last year .....	4
Agriculture and Horticulture Development Board Priorities .....	6
Overview of AHDB Pork Strategy .....	7
What's new? .....	8
Strategic themes for 2016/17 and beyond .....	9
Activity plan .....	11
Funding the plan .....	16
AHDB Pork Board members .....	18

## Outlook for English pork

English pig producers came under increasing financial pressure during 2015 as prices declined steadily. The effect of increasing production, competition in the retail market and the strength of Sterling all combined to push prices below the average cost of production by the end of the year. The position would have been worse had it not been for retailers supporting domestically produced fresh pork and the growth in exports. This meant that the price premium for UK pigs in 2015, as measured by the EU Reference Price, was 29p/kg or 28% higher than the EU average. However, in the early part of 2016, this differential narrowed to 12p/kg.

The competitiveness of the English pig production sector has continued to improve, particularly in relation to productivity. The latest results from the Interpig Network of 12 major pig producing countries shows that in 2014 average performance in the feeding herd was at a similar level to most of our immediate competitors. Finishing herd daily live weight gain is at 800 grams and food conversion ratio is at 2.67. However, the industry is still behind in breeding herd performance. In 2014, the number of pigs sold per sow per year averaged 22.7, which was between 2.7 and 5.8 pigs lower than our immediate competitors. Even if the impact of outdoor breeding is taken into account, it only improves performance by about 1.5 pigs sold/year. British carcass weights are also generally lighter than our competitors, which adds to the costs of production and the cost of processing.

Looking forward over the next three years, further productivity growth in the breeding herd is likely to occur, given the momentum already evident in this country and elsewhere in Europe. Advances in genetics will allow more pigs to be produced per sow per year. It is possible that British producers can reduce the gap with our competitors and they will be increasing productivity at the same time. Feeding herd productivity will also increase. This is an area that responds to investment. There has been a reasonable amount in recent years in England and so there is likely to be some momentum carrying this forward. However, this will slow down if pressure on margins is maintained. A continued growth in carcass weights is likely, especially if growth rates can be increased.

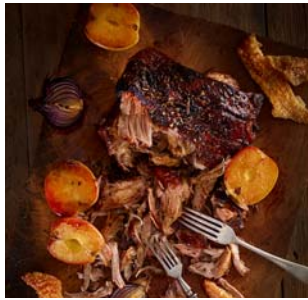
Demand for pork and pork products in the British market will continue to be challenging, with competition from other meats, especially poultry, intense competition among retailers and a structural weakness in demand among younger consumers. The AHDB Pulled Pork campaign in 2015 demonstrated that consumers can be encouraged to try pork and overcome their reticence about ease of cooking, taste and relevance in modern meals. It also showed that retailers are prepared to support the sector, with 8 out of 10 committed to stocking only domestically produced pork.

Demand for pork and pork products on export markets should continue to grow, particularly outside the EU. Exports of pork, pork products and offal are estimated to have reached 275,000 tonnes in 2015, approximately 26% of UK production. At a value of £310 million, this is the equivalent of £30 for every pig produced. While the world market is likely to be challenging, as countries such as USA and Japan expand production after the effects of pig disease, there are still likely to be opportunities for relatively small exporters such as the UK. Success will depend on expanding access in markets like China, accessing new markets and building on the UK's excellent reputation for quality, safety and pig welfare.

### **Mick Sloyan**

Strategy Director  
AHDB Pork

## Key achievements in the last year



### Pulled Pork Campaign delivers

The first stage of the campaign to rejuvenate the image of pork and encourage younger consumers to overcome their reticence featured Pulled Pork. The campaign was an integrated activity that included AHDB, processors and their retail customers. It used a combination of TV advertising, point of sale material and social media. The campaign resulted directly in £7.8 million extra retail sales, equivalent to more than £7 for every £1 spent.

### Healthiness of pork defended

AHDB Pork and AHDB Beef & Lamb worked with other national and international organisations to provide context and balance into the coverage of the potential impact of red meat and meat product consumption on the risk of colon cancer. A combination of Meat Advisory Panel members and industry stakeholders were featured extensively on national and regional broadcast and print media.



### Pork exports expanded

Exports of pork and pork products (including offal) continued to grow assisted by AHDB and government activity. We had a presence at all the major global food exhibitions, including Anuga, where more than 3,500 business contacts visited the stand for discussions with exporters. A dedicated person has been employed in the British Embassy in Beijing, funded mostly by AHDB. In November, the next stage to allow the export of pigs' trotters was agreed. Further steps are required so that trade can commence in 2016.

### Innovation Conference attracts record numbers

The AHDB Pork Innovation Conference attracted a record audience of more than 250 people from across the industry. They heard from a range of speakers, mostly from outside the pig sector, about technologies they are using to improve productivity and competitiveness. A number of these technologies such as the use of high frequency radio identification tags and LED lighting are being trialled in the pig sector,





### **Training takes off**

More than 13,000 hours of training was delivered to the industry as part of the *Recruit, Retain, Reward* plan for the English pig industry. This covered all sections of the production industry, from stockmen through to the Professional Managers Development Scheme. We also supported the Pig Industry Scholarship at Harper Adams University, which helps students find mid-course placements in the industry.

# Agriculture and Horticulture Development Board Priorities

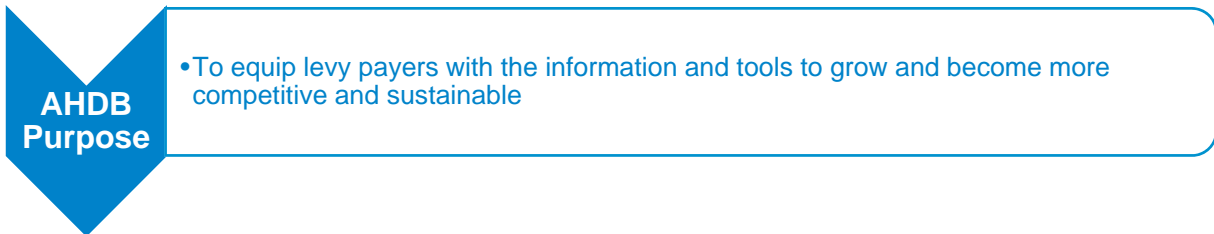
## Introduction

The Agriculture and Horticulture Development Board (AHDB) is a Non-Departmental Public Body, funded by farmers, growers and others in the supply chain through statutory levies. These levies are ring-fenced to be used for the benefit of levy payers in the sector from where they are collected.

This AHDB Pork Business Plan, while addressing the specific needs of the English pork sector, forms a constituent part of the wider AHDB Strategic Plan. Our sector advisory boards determine which strategies are most appropriate for levy funding to address the specific priorities in each sector.

The AHDB Strategic Plan and the six business plans can all be downloaded from [www.ahdb.org.uk/publications](http://www.ahdb.org.uk/publications)

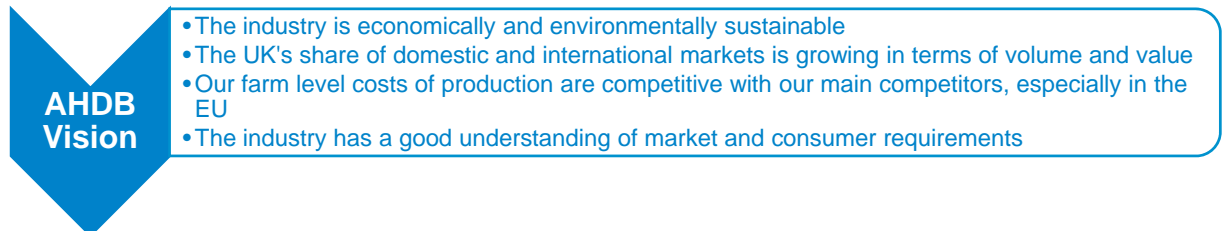
## AHDB Purpose

A graphic consisting of a blue downward-pointing chevron on the left containing the text 'AHDB Purpose'. To its right is a rounded rectangular box with a blue border containing a bulleted list.

- To equip levy payers with the information and tools to grow and become more competitive and sustainable

## AHDB Vision of Success

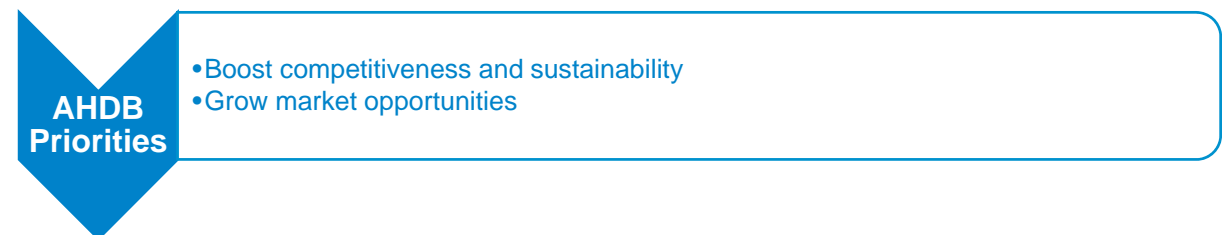
In order to help in determining which activities are best placed to meet this ambitious purpose our six sector boards met at conference at the end of June 2015. They determined what they thought success looked like for the UK agriculture and horticulture industry. The key descriptors were:

A graphic consisting of a blue downward-pointing chevron on the left containing the text 'AHDB Vision'. To its right is a rounded rectangular box with a blue border containing a bulleted list.

- The industry is economically and environmentally sustainable
- The UK's share of domestic and international markets is growing in terms of volume and value
- Our farm level costs of production are competitive with our main competitors, especially in the EU
- The industry has a good understanding of market and consumer requirements

## AHDB Priorities

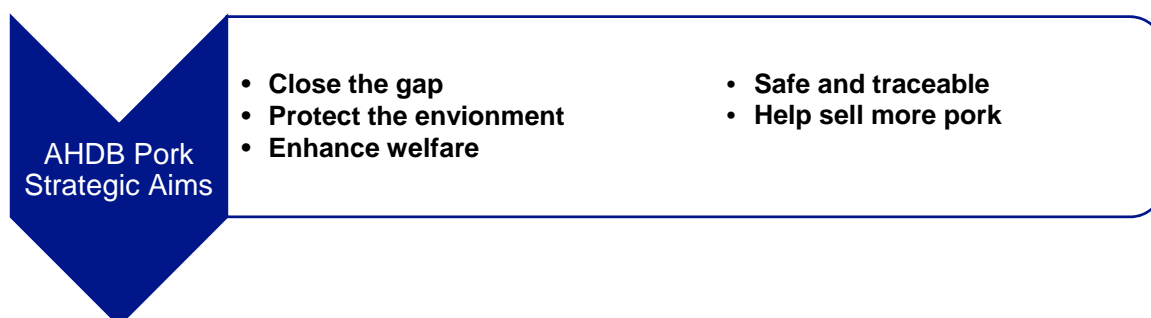
AHDB's levies fund activities which contribute to the industry achieving this vision. The work in each sector varies depending on the specific priorities of the sector, however all strategic activity across AHDB is delivered against two overarching priorities:

A graphic consisting of a blue downward-pointing chevron on the left containing the text 'AHDB Priorities'. To its right is a rounded rectangular box with a blue border containing a bulleted list.

- Boost competitiveness and sustainability
- Grow market opportunities

This business plan sets out the strategy for Pork levy-funded activity under one of these two priorities.

## Overview of AHDB Pork Strategy



<b>AHDB Pork – key activities</b>
<b>Close the gap</b>
<ul style="list-style-type: none"> <li>• Deliver comprehensive farm reviews and develop action plans using our regional team</li> <li>• Organise study tours to look at best practice in competitor countries</li> <li>• Establish new Focus Farms to monitor the impact of innovation and undertake trials</li> <li>• Communicate high quality market information and analysis to aid business decisions</li> </ul>
<b>Protect the environment</b>
<ul style="list-style-type: none"> <li>• Provide expert advice and technical support on reducing environmental impact, especially in relation to building design and management</li> <li>• Engage with regulators and policy makers on behalf of the sector</li> </ul>
<b>Enhance welfare</b>
<ul style="list-style-type: none"> <li>• Promote the Real Welfare initiative on outcome-based welfare measurement</li> <li>• Advise the industry on emerging welfare standards and legislation</li> </ul>
<b>Safe and traceable</b>
<ul style="list-style-type: none"> <li>• Support the efficient flow of pig health information from abattoirs to farm through the Food Standards Agency</li> <li>• Work through the Pig Health and Welfare Council on food safety management, including potential zoonotic disease and the responsible use of antibiotics</li> <li>• Help the sector manage the threat from new and emerging pig diseases</li> <li>• Use SIRA (stable isotope reference analysis) to enhance traceability in the pork and pork products supply chain</li> </ul>
<b>Help sell more pork</b>
<ul style="list-style-type: none"> <li>• Rejuvenate the image of pork among British consumers through the integrated promotion of pork as a modern, versatile and tasty meal item</li> <li>• Promote pork as an important part of a healthy, balanced diet, which is produced in an environmentally responsible way</li> <li>• Promote demand for pork in existing export markets and work with government to access new markets</li> </ul>

## What's new?



Export promotion activity will be increased, with a focus on accessing new markets. We will look to leverage activity in non-EU markets by accessing EU promotion funding from 2017 onwards.



After the successful campaign to promote pulled pork as the first stage of rejuvenating the image of pork and winning back consumers, we will be running a double burst of promotional activity in the spring of 2016. This is designed to embed a sustainable change in consumer eating habits.



The EUPIG (Pig Innovation Group) will be established to facilitate the exchange of research and best practice between 19 organisations in 12 countries around the EU. This is planned to be part of Horizon 2020.



New Focus Farms will be established in the regions of England. The producers involved will adopt innovations and report back to the industry on the impact they have on their businesses. The Focus Farms may also undertake farm trials.



## Strategic themes for 2016/17 and beyond

AHDB Pork has five strategic themes that fall under AHDB's two priorities:

### **Boost competitiveness and sustainability**

- Close the gap
- Protect the environment
- Enhance welfare
- Safe and traceable pork

### **Grow market opportunities**

- Sell more pork

Delivery of this plan is underpinned by communications, a continued focus on improving internal efficiency and providing the best possible value for money to levy payers.

### **Close the gap**

Work closely with producers, through a regional knowledge exchange team, discover and exploit best practise from other countries and industries to provide incisive market information and invest in the workforce in order to improve the technical performance of the English pig production industry.

Key outcome	Key Performance Indicators
<b>Narrow the technical performance gap between English pig producers and our competitors.</b>	+1 pig weaned per sow per year +50g daily live weight gain post weaning -0.1 food conversion ratio post weaning
<b>AHDB Priority 1: Boost competitiveness and sustainability</b>	

### **Protect the environment**

Provide technical support to levy payers to help them comply with existing legislation, engage with national and international policy makers in the development of new legislation and capture and communicate best practice and innovation to reduce the impact of pig production and processing on the environment.

Key outcome	Key Performance Indicator
<b>Producers and processors comply with existing and emerging legislation and achieve recognition for the progress made</b>	10% reduction in greenhouse gas emissions by 2020, as stated in the Pig Industry Environment Roadmap
<b>AHDB Priority 1: Boost competitiveness and sustainability</b>	

### **Enhance welfare**

Establish the measurement and recording of welfare outcome measures by trained veterinarians and maintain positive consumer attitudes and confidence in the standards of pig production in England.

Key outcome	Key Performance Indicator
<b>Producers comply with existing and emerging legislation and achieve recognition for the progress made</b>	5% improvement in the average real welfare score in the next three years from the 2015 baseline
<b>AHDB Priority 1: Boost competitiveness and sustainability</b> <b>AHDB Priority 2: Grow market opportunities</b>	

### **Safe and traceable pork**

Ensure the effective working of the Pig Health and Welfare Council to ensure zoonotic threats are addressed, the responsible use of antibiotics is encouraged, information on the health of pigs passing

through the abattoir is monitored and passed back to producers and that innovative technology is used to enhance traceability in the meat supply chain.

Key outcome	Key Performance Indicator
<b>Pork that continues to be safe and which is fully traceable from farm to finished product</b>	100% compliance with assurance standards on traceability of pork and pork products through the supply chain
<b>AHDB Priority 1: Boost competitiveness and sustainability</b> <b>AHDB Priority 2: Grow market opportunities</b>	

## Sell more pork

Rejuvenate the image of pork among English consumers and especially those under 55 years old, through inspirational marketing and help to reverse the recent decline in demand. Work with the industry to promote the exports of pork to existing markets and work with government to access new markets and expand access for new products in existing markets.

Key outcome	Key Performance Indicator
<b>Consumer perception of pork is rejuvenated on the home market and exports of pork, pork products and offal grow</b>	British consumer attitudes to pork improve by 3% points Return from campaign spend is 7:1 in retail sales value Export volumes grow by 5%
<b>AHDB Priority 2: Grow market opportunities</b>	

## Communications

Effective delivery of the business plan relies on effective communications to and often on behalf of the English pig sector. There is a focus on customer service, clear targeting of information, strong relationships with stakeholders and a well-managed customer relations database.

Key outcome	Key Performance Indicator
<b>Excellent awareness among English levy payers of how AHDB Pork services can benefit their business. A coordinator of communication on behalf of the sector when required</b>	10% increase in business taking up AHDB Pork services based on attendance at events, requests for information and publications downloads 10% increase in UK based users of the AHDB Pork website, based on monthly web statistics
<b>AHDB Priority 1: Boost competitiveness and sustainability</b> <b>AHDB Priority 2: Grow market opportunities</b>	

## Improving performance

Providing an efficient and value for money service to levy payers is key to AHDB Pork delivery. This is achieved through a programme of staff development and succession planning, increased cross-sector working and rigorous project evaluation and performance management.

AHDB as a whole is targeting generating cost efficiencies from its restructuring and functional ways of working of £1m pa, using the 2014/15 financial year as a base. These savings will be generated over the coming months and will be realised over time as the changes gain traction. The purpose is to deliver more services for the same cost, which means that money will be invested into new services for the benefit of levy payers.

## Activity plan

### AHDB Priority 1: Boost competitiveness and sustainability

Principal activities	Desired outcome(s)	Measurement method/target	Key risks	Key controls
<b>Close the gap</b>				
<b>Implement a programme of Farm Reviews for independent producers and corporate organisations</b>	Businesses that we interact with are inspired to adopt or adapt new approaches leading to improved business performance.	Engage with 200 independent producers and 20 corporate businesses. 2% improvement in technical performance on engaged farms.	Lack of engagement with businesses. Insufficient feedback of data.	Use regional forums to encourage participation. Highlight benefits in communications. Encourage use of recording systems.
<b>Discover and adapt best practice in competitor countries</b>	Study tours to competitor countries to look at best practice in areas of strategic importance.	Four study tours that are well supported by producers and advisors. Follow-up on lessons learned and adopted.	Lack of support from businesses. Lack of cascade of lesson learned.	Communication of outcome of tours through regional networks, print and social media.
	Deliver the EUPIG (Pig Innovation Group) network.	Network successfully established under Horizon 2020 and objectives delivered.	Insufficient funding from Horizon 2020.	Secure sufficient funding from within the network.
<b>Establish a network of Focus Farms</b>	High profile farms adopt or adapt new techniques and communicate their experiences to the rest of the English industry. The Focus Farms conduct robust on farm trials on approaches to improving productivity.	New Focus farms recruited for a period of 3 years. 50% of the sector are engaged with these farms through all mediums. Their experiences (positive and negative) are communicated widely in the industry.	Producers are not willing to participate as Monitor Farms. Biosecurity concerns restrict the engagement of other producers. Trials are not sufficiently robust.	Active recruitment through stakeholder organisations. Alternatives to physical farm visits. Lessons learned from other sectors using this concept.
<b>Enhance the availability of training</b>	Improve skills in the pig production workforce to enable continued growth in productivity.	Extension of the training offer to include Stockman Pro to fill the gap between stockman and manager.	Lack of support from pig production businesses. Lack of RDPE financial support.	Promotion of the benefits of training through various industry mediums including sponsorship of Trainee of the Year.

Principal activities	Desired outcome(s)	Measurement method/target	Key risks	Key controls
		Monitor the productivity performance of participants through feedback.		Use levy funding to cover any lack of RDPE funding.
<b>Provide world class market intelligence</b>	A well informed pig production and processing sector equipped to make good business decisions by having access to top quality data and analysis.	5% a year growth in uptake through all mediums. 80% good and excellent scores in levy payer satisfaction surveys. Forecasts accurate to +/-2%.	Insufficient base data from central government resulting from cuts. Loss of confidence in the quality of the information Lack of awareness of availability.	Explore alternative data sources if required. Robust audit processes that are communicated to industry. Effective presentation of data and analysis, especially on the website.
<b>Protect the environment</b>				
<b>Business support to levy payers</b>	Industry compliance with environmental legislation. Awareness of novel techniques and solutions to reduce the environmental impact of production.	Provide support to 75 of the businesses affected by environmental regulation. Organise two study tours to competitor countries and obtain feedback on actions.	Insufficient awareness of the service offered. Outdoor production is drawn into regulation. Lack of products/expertise in the industry to service demand.	Communication of services. Maintain dialogue with regulators about the potential impact on outdoor production. Engage with allied industry and universities.
<b>Collection of emission data at local and national level</b>	Signpost the means by which individual businesses can measure their impact on the environment. Measure the impact of the industry in line with pork sector Roadmap.	Stimulate the uptake of cost effective environmental measurement devices. Help the industry achieve a 10% reduction in emissions by 2020.	Lack of investment by manufacturers. Lack of investment in buildings and other technology.	Communicate the business opportunity to potential suppliers. Signpost potential suppliers in other countries. Highlight savings from reduced environmental impact.
<b>Enhance welfare</b>				
<b>Develop the Real Welfare programme</b>	A means for the industry to measure welfare outcomes and not just system inputs. To generate national data to enable benchmarking of well	The efficient collection of Real Welfare data for all assured farms in England, Wales and Northern Ireland.	Continued support of trained vets and producers. Use of real welfare data as a national standard rather	Communicate the benefits of Real Welfare through case studies. Develop the data collection App to ensure ease of use.

Principal activities	Desired outcome(s)	Measurement method/target	Key risks	Key controls
	outcomes and actions taken to improve them. An industry that continues to be recognised for its high welfare reputation.	The online feedback of national benchmarking data to individual producers. A 5% improvement in average Real welfare indicators.	than a benchmark for continuous improvement.	Maintain discussions with stakeholders to ensure they remain clear about the purpose of the programme.
<b>Safe and traceable pork</b>				
<b>Complete transition from BPHS to CCIR</b>	An effective and accurate transfer of post mortem finds from pig abattoirs to producers to enable actions to be taken on sub clinical disease.	Provision of CCIR data from FSA to assured producers in a timely and accurate way as measured by AHDB research project.	Lack of implementation from FSA. Lack of training by FSA leading to poor quality data.	Active implementation plan involving FSA, BMPA and NPA. Progress monitor and required actions taken.
<b>Encourage Responsible use of veterinary medicines</b>	Reductions in the use of veterinary medicines in pig production while enhancing the health of pigs	Introduce a new method to record antimicrobial use on farm and seek to reduce use in line with recommendations from the Pig Health and Welfare Council.	The amount of antimicrobials used is not recorded accurately. The need for the use of veterinary medicines is poorly understood.	The Medicines Hub is designed to address this. Communication through the Pig Health and Welfare Council.
<b>Enhance traceability of pork and pork products through SIRA (Stable Isotope Reference Analysis)</b>	The traceability of pork and pork products through the supply chain is fully audited and found to be comprehensive and accurate.	SIRA testing carried out on 120 randomly selected retail samples a year. SIRA tier 2 results show zero non-conformances.	Lack of cooperation from retailers and processors.	SIRA embedded as part of the BMPA assurance schemes that form part of Red Tractor Assurance.

## AHDB Priority 2: Grow market opportunities

Principal activities	Desired outcome(s)	Measurement method/target	Key risks	Key controls
<b>Sell more pork</b>				
<b>Rejuvenate the image of pork</b>	British consumers view pork as a modern, relevant meal item that they are inspired to cook. While the initial focus continues to be on pulled pork other cuts will be explored that can carry the same message.	Improvement in consumer attitudes to pork of 3% points. Retail sales return attributed to the campaign of 7:1.	Sufficient funding to sustain the campaign. Failure to convince Defra about value for money.	Ensure maximum leverage of levy funds through timing of campaigns, integration of supply chain and EU promotion funds.
<b>Promote the health benefits of pork and pork products in conjunction with Beef and Lamb</b>	Consumers and policy makers have an appreciation of the important role that meat plays in a balanced diet.	Maintenance of the health perception of pork through consumer attitude tracking. Timely response to ad hoc media coverage of meat.	Negative press and consumer perceptions of UK pork.	Monitor media coverage and work closely with industry to provide factual, evidence-based information.
<b>Promote exports</b>	Continued growth in exports of pork, pork products and offal from an increasing number of businesses with an increasing number of products to an increasing number of countries.	5% increase in the volume of pork exports. AHDB Pork export promotion activity rated as good or excellent by 80% of participating businesses.	Lack of resources in Defra to process applications for market access and deal with existing markets. Exotic disease outbreak blocks exports.	Joint working with Defra and others through UKECP. Industry contingency plan includes export focus.

## Delivery

Principal activities	Desired outcome(s)	Measurement method/target	Key risks	Key controls
<b>Communications</b>				
<b>Technical communications using innovative methods such as Apps</b>	Fully informed levy payers with access to technical information that enables them to improve their businesses.	5% increase in website usage including downloads. 85% of respondents at Pig Fair rate the stand as good or excellent.	Staff resources and time. Appropriate IT platforms and web development.	Investment in website, IT and social media platforms. Fully resourced communications team. Robust evaluation of communication channels.

<b>Principal activities</b>	<b>Desired outcome(s)</b>	<b>Measurement method/target</b>	<b>Key risks</b>	<b>Key controls</b>
<b>The Pig Hub is extended and integrated into the AHDB Customer Relationship Management system</b>	Levy payers have a modern and effective central database where they control access to their individual information needs. Quality of service delivery by ensuring all experiences of AHDB Pork are positive.	80% of the production industry registered on Pig Hub and integrated into AHDB CRM.	Levy payer awareness of benefits of Pig Hub. Sufficient investment in CRM support.	Promotion of benefits through all channels Sufficient priority in AHDB.
<b>Crisis management services</b>	Major issues effecting the industry are dealt with in a coordinated way through the communication of robust objective information.	Media monitoring for inclusion of industry messaging on issues as they arise.	Lack of awareness and support in the sector. Issues arise with insufficient time to prepare a response.	Regular dialogue with representative organisations. Horizon scanning and media monitor of emerging issues. Maintain up to date position statements.
<b>Improving performance</b>				
<b>Staff development and succession planning</b>	Ensure work is adequately resourced and staff have the necessary skills and expertise to deliver their roles.	Number of training events per staff member. Staff feedback.	Staff turnover.	Ensure succession planning in place for business-critical roles.
<b>Project evaluation</b>	Projects undertaken are relevant and provide value for money.	Evaluation of return on levy investment or cost benefit analysis conducted for all major activities.	Staff resources and time taken to evaluate projects. Methodologies not fully developed.	Adequate staff resources are in place to evaluate projects. Evaluation embedded into all activities.
<b>Cross-sector working</b>	Provide more cost-effective services to levy payers through collaborative working where relevant.	Evaluation of return on levy investment or cost benefit analysis conducted for all major activities.	Collective sector resources available to implement and fund cross-sector projects.	Identify financing and staff resources for such projects in Business Plan.

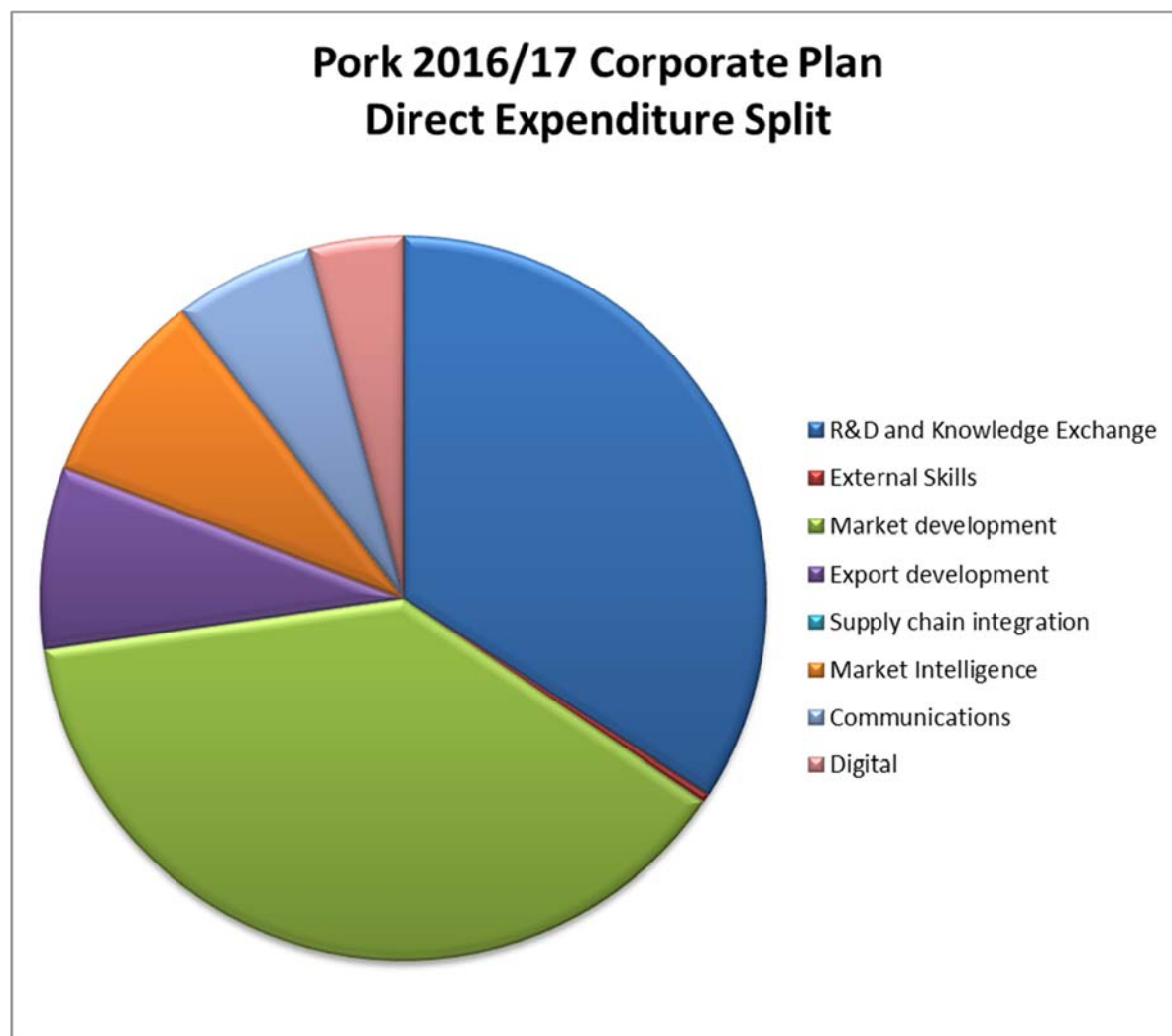
## Funding the plan

### Current levy rates

Levy rates are reviewed annually by the AHDB Pork Board.

Pork (England)	Levy rate 2015/16 (pence per pig slaughtered)	Levy rate 2016/17 onwards (pence per pig slaughtered)
Producer	85	85
Slaughterer	20	20
Exporter	20	20

### Summary of expenditure 2016/17





## Pork

	FULL YEAR £'000					
	14/15 Actual	15/16 Forecast	16/17 Budget	17/18 Budget	18/19 Budget	16/17 vs 15/16
<b>INCOME</b>						
<b>Gross levy</b>	9,023	9,256	9,240	9,460	9,460	-16
Direct levy collection costs	-137	-137	-132	-130	-130	5
<b>Net levy income</b>	<b>8,886</b>	<b>9,120</b>	<b>9,108</b>	<b>9,330</b>	<b>9,330</b>	<b>-12</b>
Fee and grant income	426	428	395	400	400	-33
External skills	75	0	0	0	0	0
Commercial Services	0	0	0	0	0	0
<b>Non-levy income</b>	<b>502</b>	<b>428</b>	<b>395</b>	<b>400</b>	<b>400</b>	<b>-33</b>
Bad debt	1	-3	0	0	0	3
<b>TOTAL NET INCOME</b>	<b>9,389</b>	<b>9,544</b>	<b>9,503</b>	<b>9,730</b>	<b>9,730</b>	<b>-41</b>
<b>EXPENDITURE</b>						
<b>DIRECT</b>						
R&D and Knowledge Exchange	-2,636	-2,899	-2,972	-2,972	-2,972	-73
External skills	-81	0	-33	-33	-33	-33
Market development	-3,001	-4,507	-3,330	-3,330	-3,330	1,177
Export development	-560	-513	-703	-703	-703	-190
Supply chain integration	-55	0	0	0	0	0
Market Intelligence	-658	-814	-763	-763	-763	51
Communications	-400	-597	-544	-544	-544	54
Digital Services	0	0	-363	-363	-363	-363
Commercial Services	0	0	0	0	0	0
<b>TOTAL DIRECT EXPENDITURE</b>	<b>-7,391</b>	<b>-9,330</b>	<b>-8,707</b>	<b>-8,707</b>	<b>-8,707</b>	<b>623</b>
<b>SUPPORT</b>						
Sector specific administration	-403	-390	-374	-374	-374	15
Human resources	-57	-62	-75	-75	-69	-13
Facilities	-197	-186	-217	-217	-217	-31
Finance and payroll	-117	-117	-126	-126	-126	-9
Levy collection	-31	-32	-32	-32	-32	0
Procurement	-28	-27	-34	-34	-34	-7
Information systems	-121	-130	-147	-147	-147	-17
Main board/advisory	-86	-62	-65	-65	-65	-3
Corporate communications and legal	-55	-61	-62	-62	-62	-1
R&D	-7	0	0	0	0	0
<b>Central support</b>	<b>-698</b>	<b>-678</b>	<b>-758</b>	<b>-758</b>	<b>-752</b>	<b>-80</b>
<b>TOTAL SUPPORT EXPENDITURE</b>	<b>-1,102</b>	<b>-1,068</b>	<b>-1,132</b>	<b>-1,132</b>	<b>-1,126</b>	<b>-65</b>
<b>TOTAL EXPENDITURE</b>	<b>-8,493</b>	<b>-10,398</b>	<b>-9,840</b>	<b>-9,840</b>	<b>-9,834</b>	<b>558</b>
<b>Operating surplus/(deficit)</b>	<b>896</b>	<b>-854</b>	<b>-337</b>	<b>-110</b>	<b>-104</b>	<b>517</b>
<b>NON-OPERATING ITEMS</b>						
Interest receivable	4	18	18	18	18	0
Taxation	0	0	0	0	0	0
Exceptional reorganisation expenditure	96	-6	0	0	0	6
Other non-operating costs	-37	-26	-4	0	0	22
Net FRS17 entries (HGCA pension)	0	0	0	0	0	0
<b>TOTAL NON OPERATING ITEMS</b>	<b>63</b>	<b>-14</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>28</b>
<b>Retained surplus/(deficit)</b>	<b>960</b>	<b>-868</b>	<b>-323</b>	<b>-92</b>	<b>-86</b>	<b>545</b>
Opening reserves	3,931	4,891	4,023	3,700	3,609	
Retained surplus/(deficit)	960	-868	-323	-92	-86	
Closing reserves	4,891	4,023	3,700	3,609	3,523	
Opening pension reserves	3,233	2,533	2,533	2,533	2,533	
Pension movement	-700					
Closing pension reserves	2,533	2,533	2,533	2,533	2,533	

Please note variances in budget this year may be attributable to a change in categorisation rather than a change in activity. Consistency of categorisation allows easier comparison across sectors.

## AHDB Pork Board members

The AHDB Pork Board is comprised of producer and processor levy payers and independent members. The main AHDB Board has delegated the responsibility to the sector board to develop the most appropriate strategies to meet the challenges of the sector; to ensure the relevant levy rate is recommended in order to provide adequate funding for the required work; to monitor strategy implementation and to approve remedies where performance deviates from plan. The Chair is appointed by Ministers and sits on the main AHDB Board. The sector board members are appointed by AHDB.

<b>Name</b>	<b>Role</b>
<b>Meryl Ward</b>	Chair
<b>Iain Wylie</b>	Independent
<b>Rob Mercer</b>	Producer
<b>Alastair Butler</b>	Producer
<b>Robert Sheppard</b>	Producer
<b>Simon Watchorn</b>	Producer
<b>Ian Smith</b>	Producer
<b>Richard Hooper</b>	Producer
<b>Barry Lock</b>	Processor
<b>Andrew Saunders</b>	Processor
<b>Marcus Cheale</b>	Processor
<b>William de Klein</b>	Processor

AHDB Pork also works closely with key stakeholders, government and specialist committees dedicated to knowledge exchange and marketing to ensure the work undertaken clearly meets the needs of levy payers.