

# Ambition 2030: Delivery Programme 2017/18 – 2019/20

## Introduction

Ambition 2030, the new strategy for Scotland's farming, fishing, food and drink sectors, launched in March 2017. Its development was a product of partnership through Scotland Food & Drink and it establishes a vision to drive profitable, responsible growth across the industry, doubling its size to £30bn in turnover by 2030.

The industry, Scottish Government and its agencies have pledged £10 million in funding to support the delivery of the new strategy over the next three years. £1M is earmarked for a new supply chain development programme (MDSC) which will go out to procurement in April 2017. The remaining funds (of which £2.5M is from Scotland Food & Drink's industry funds and £6.5M from Scottish Government) will deliver the broad programme set out in this document.

The content of the delivery programme will be shaped by the Scotland Food & Drink Partnership, with the key governance mechanism being the SF&D Executive Group, supported by the SF&D Board, but with specific groups focussed on individual pillars of the strategy. Delivery of the programme requires participation from all SF&D partners but the key elements set out in this programme have four lead delivery organisations, responsible for co-ordinating project development and delivery. These are: Scotland Food & Drink, SAOS, Seafood Scotland & FDF Scotland.

Ambition 2030 sets out a clear structure for the sector's development and growth. The strategy focuses on the following themes:

- **Brand:** building Scotland's food and drink reputation around provenance and responsible growth
- **Market development:** growing our markets within Scotland, across the rest of the UK and overseas.
- **People & skills**
- **Supply Chain**
- **Innovation**

Ambition 2030 also enshrines a principle that development work in the above areas will be joined-up, streamlined and delivered a spirit of collaboration between the industry and public sector. The new delivery programme delivers on that principle.

## Programme content

Delivery will focus on seven key programmes of activity:

1. Co-ordination of Scotland Food & Drink partnership and strategy delivery
2. UK market growth programme
3. Regional and islands food development
4. Co-op sector development programme
5. Collaborative group development
6. National schools & food education programme
7. Seafood sector development programme
8. Opportunities Fund

## In detail

### **Programme 1: Co-ordination of Scotland Food & Drink partnership and strategy delivery**

**Lead partner: Scotland Food & Drink**

**Primary Governance Mechanism: SF&D Executive Group**

**Theme relevance: ALL**

The Scotland Food & Drink industry leadership model is now proven, driving record growth in the sector and at a faster pace than other parts of the UK. The partnership model has provided clarity of vision and mission and its new strategy - Ambition 2030 – seeks to deepen this work.

Programme 1 will co-ordinate the work of the Partnership, overseeing the delivery of Ambition 2030. It will also drive business engagement with the strategy and its associated work areas.

#### **Objectives**

- Provide enhanced and visible leadership to drive sustainable industry growth in line with the industry strategy and associated KPI targets
- Promote effective partnership working and deeper collaboration by co-ordinating activity across public and private sector partners
- Co-ordinate production, ensure delivery and report on the work of the priority workstreams, through the development of clear, collaborative action plans
- Provide pan-industry market and consumer intelligence and foresighting activities to inform and deliver the industry strategy and to support individual businesses in achieving their own growth ambitions

#### **Activities**

- Co-ordinate the work of the SF&D Board, Executive Group and its key working group, ensuring strong governance within the partnership and for this deliver programme.
- Develop a programme of business engagement to maximise commitment to the SF&D Partnership, raise awareness of activity, drive company growth and strengthen Scotland's food and drink identity and brand.
- Development and delivery of a clear communications strategy for the Scotland Food & Drink Partnership
- Articulation of industry cross-sector priorities to key decision makers and audiences

- Monitoring, evaluation and reporting of strategy KPI's on an annual basis
- Progress recommendations of Overton review to deepen collaboration, including development of a National Food & drink campus and new ways of working.
- Production of insight and market & consumer intelligence to support strategy delivery and business development, with an associated programme of dissemination

## **Outcomes**

- Scotland Food & Drink is recognised as a world-leading industry leadership body and collaborative partnership which is driving the sector's development and growth.
- Key industry bodies and Scottish Government agencies are committed to deepening the partnership and aligning their activity, with strong governance providing clarity on roles, responsibilities and decision-making processes
- Key working groups comprising of relevant Scotland Food & Drink partners drive the implementation of the industry strategy through clear, collective action plans endorsed by – and regularly reported to – the Executive Group and SF&D Board.
- SF&D is recognised as the provider of leading strategic market insight which: underpins the industry strategy, drives the work of goal groups who are stimulated to draw upon it; and raises awareness amongst businesses of opportunities and challenges

## **Programme 2: UK market growth programme**

**Lead partner: Scotland Food & Drink**

**Theme relevance: Market development**

**Primary governance mechanism: SF&D UK Market Group**

With a strong framework of export development now in place through the Scotland Food & Drink Export Strategy, there is a strategic need to invest in greater development of the domestic market. Ambition 2030 is clear that whilst growth in the UK market since 2007 has been strong, there remains real opportunity to develop further, in particular by getting more Scottish companies to trade beyond Scotland and across the rest of the UK.

The impact of Brexit puts this agenda in starker focus with, depending on the outcome, either a potential to substitute foreign imports with Scottish products or a threat of new third country trade deals opening up the UK market to greater competition. Either way, building deeper relationships with key customers of Scottish food and drink products will be critical.

### **Objectives**

- Drive greater sales of local food and drink products in the UK market, working with customers across the retail and foodservice
- Improve the capability of companies to develop national accounts with key customers
- Improve business understanding of key market, geographic and category opportunities

### **Activities**

- Create a structure of account managing each of the main retailers and foodservice organisations developing a joint programme of activity, including developing joint resources.
- Create specific events to raise awareness of market opportunities for food and drink businesses
- Deliver programmes to build capability, including learning journeys to key markets and customers and delivery supplier development activity.
- Develop a bespoke delivery programme for the London market.
- Ensure strong Scottish presence at key events and exhibitions.

## **Outcomes**

- More businesses selling their products beyond Scotland
- Increased sales of Scottish brands across the UK
- Strengthened Scottish food and drink brand within the UK
- Deeper partnership working with major retailers and foodservice organisations

## **Programme 3: Regional and islands food development**

**Lead partner: Scotland Food & Drink**

**Theme relevance: Market development**

**Primary governance mechanisms: SF&D UK Market Group & Food Tourism Group**

Ambition 2030 is clear in the opportunity it sees to develop stronger ties between the food & drink and tourism sectors. There has been a growing amount of activity in this area but to date it remains fragmented. At the same time, food tourism is one of the fastest growing areas of global tourism industry. Scotland has a huge opportunity to define itself as a global destination in terms of food and drink – further increasing its reputation in this area - by raising awareness of regional and island products and better connecting producers with the hospitality and events industry. This work in particular can build on the foundation activity stimulated by the Connect Local project.

### **Objectives**

- Bring together interests across food and drink, hospitality and tourism industries to develop a single, joined-up work programme
- Drives sales from local producers in their own area
- Boost regional and island food networks, but as part of a national framework.

### **Activities**

- Develop and implement a National Food Tourism Plan
- Research and collaborate with successful international examples (Canada, Italy, Ireland)
- Deliver regional versions of Showcasing Scotland, bringing together local producers with potential customers in specific regions
- Deliver an annual Scottish Food & Drink Fortnight campaign, to showcase and highlight the strength of the local food and drink offering.
- Work with the public sector agencies to maximise public procurement opportunities for local suppliers

## **Outcomes**

- Scotland is recognised as a leading destination for a world class food and drink experience
- Local hospitality businesses & events forge stronger links with local suppliers, which they showcase and celebrate
- Strong regional identities are established, as a contribution to Scotland's national image as a Land of Food & Drink.

## **Programme 4: Co-op sector development programme**

**Lead partner: SAOS**

**Theme relevance: Supply chain**

**Primary governance mechanisms: SF&D Supply Chain Board**

Agricultural co-ops perform essential roles in the supply chain of the Scottish farming and food and drink industries, providing a vital link between the two and bringing scale and collective access to specialist services for farmers, which they could not attain as individual businesses.

Co-ops offer a strategic interface to support fragile rural communities stretching across the key pillars of economic, social and environmental sustainability. Without the capabilities and added value that is strategically and collaboratively delivered by the co-op sector, the success of both Scottish agriculture and the food and drink sectors would be diminished and constrained. Ambition 2030 places great emphasis on supply chain development, in particular to build greater connection with – and drive greater profitability across - the agriculture industry. This programme is a key delivery arm of that work.

### **Objectives**

- Underpin the development of co-ops and contribute to growing the prevalence and potential leverage of co-ops and collaboration for the benefit of farmers in Scotland and the rural community.
- Ensure co-ops provide the mechanism for accelerated, market orientated and resource efficient innovation in agriculture with the resulting knowledge to be made widely available for the benefit of the entire agricultural and co-op sector.

### **Activities**

- Promote the benefits of co-op membership
- Develop cooperative data and promote of precision farming techniques
- Drive a collective farming response to climate change
- Strengthen co-op communication and member engagement
- Deliver a specialist co-op advisory service

### **Outcomes**

- More farmers actively participating in co-operation, leading to improved resilience and profitability and stronger connection with the rest of the Scottish food and drink supply chain

- Improved awareness and understanding of the value of data generated from Scottish farms and its sources
- Improved practices and greater understanding of the environmental efficiencies that can be made in the agricultural sector.
- Establishment of new joint-venture co-operative enterprises throughout the agriculture sector, including new opportunities for cooperation among different links in the supply chain

## **Programme 5: Collaborative group development**

**Lead partner: Scotland Food & Drink / SAOS**

**Theme relevance: ALL**

**Primary governance mechanisms: SF&D Executive Group**

The development of new collaborative groups has been a game-changer for a number of sectors, driving new ways of working and addressing sector-wide challenges that businesses and partners could not tackle individually. What has also been clear is that the role of independent organisations and individuals – with an ability to act as ‘honest brokers’ – is critical to stimulating this process.

Most of the mature sectors of the industry – such as Scotch Whisky, salmon, seafood, red meat, bakery and dairy – already work increasingly collaboratively. However, the success of the industry over recent years has given rise to new, emerging sectors – from craft beer and spirits, to rapeseed oil, chocolate and tea. Here, sectors and relationships are at a very early stage, yet this is where collaborative working and sector development can deliver the greatest results. This programme will focus on this area, providing support beyond that provided by other support frameworks (e.g. Connect Local and MDSC).

### **Objectives**

- To establish strategic direction, purpose and goals for the development of each of the new / emerging sectors.
- Achieve faster growth for individual businesses through participating in a collaborative group with clear sector development plan
- The creation of a single point of contact responsible for the collaborative sector development so overlap or support vacuums are eliminated, and knowledge and best practices are shared across sub sectors.

### **Activities**

- Management and facilitation to develop strategic direction and a leadership frameworks for emerging sectors.
- Assist with group formation, facilitation, strategy development, action planning, knowledge sharing, financial planning.
- Support for supply chain development, driven by a sector-focussed approach, practical in-chain leadership and brand development.
- Conduct basic collective marketing

- Co-ordinate work with the other agencies responsible for individual company development, such as SE, HIE, SDI and link with other national initiatives, such as the Innovation Response, Connect Local and MDSC to ensure no duplication of effort and “clear lines of sight”

## **Outcomes**

- SMEs working more closely together, sharing knowledge and development costs, exploiting specific market opportunities and aligning complementary core strengths.
- Smaller companies developing innovative ways to achieve the benefits of scale, reduced individual company risk, through collaboration, without losing individual control.
- Greater subsector leadership and identification of key priorities for each sector and increased resilience and competitiveness.
- An increasing importance placed by customers and the consumer on high quality, innovative, unique, artisanal products with strong provenance.
- Building trust through more direct collaboration throughout the chain
- Deeper of collaboration and integration of public and private sector resources and organisations through the development of one strategy, one budget, and one strategic and operations team.
- Provide a pipeline of companies ready to take advantage of support available through next level projects such as Innovation Response, MDSC, SE/HIE Account Management, Access to Markets, SDI Export initiatives, etc.

## **Programme 6: Food education programme**

**Lead partner: FDF Scotland**

**Theme relevance: People & skills**

**Primary governance mechanisms: SF&D Skills Board**

Greater investment in our people and their skills is identified as one of the three key capability-building priorities in Ambition 2030. The strategy has an ambition to make the industry a destination of first choice for workers. In addition the Food & Drink Skills Investment Plan – developed by the SF&D Partnership and co-ordinated by Skills Development Scotland - has its first priority defined as “raising the profile and image of the food and drink sector to attract new entrants”. This programme is shaped to deliver on that objective and the ambition around skills in the new industry strategy.

### **Objectives**

- Develop a more joined-up, coherent food and drink education programme, encompassing primary, secondary and tertiary education
- Drive engagement between industry and schools, raising awareness of food and drink career opportunities

### **Activities**

- Deliver school / industry partnerships to that use food as the context for learning.
- Work with partners in further and higher education to promote and deliver a variety of qualifications that support different career pathways and progression routes into and through the industry.
- Work with partners to deliver the GCTCs Accredited Career Long Professional Learning for teachers to deliver food education in the classroom.
- Develop resources to raise awareness of the variety of careers available in the industry and the skills required by employers.
- Support SQA and other partners to revise and develop appropriate qualifications and activities to support progression routes and pathways into the industry that supports business needs now and in the future
- Manage and deliver a Food and Drink Skills Ambassadors network that trains enthusiastic individuals to inspire the next generation of recruits into the industry

## Outcomes

- A greater understanding amongst the teaching profession of all aspects of the food and drink industry with them empowered them to pass this knowledge on to students
- Enable students, parents and educators to identify connections between food production and the wider supply chain, from primary production through to retail and hospitality and understand the relevance of curriculum subjects to career opportunities
- The existence of relevant qualifications and pathways into the industry
- Increase the number of skilled employees in the food supply chain to fulfil the demand for new recruits
- A legacy of resources, materials and partnerships to embed awareness of the industry, its economic impact, responsibilities, skills requirements and the opportunity it can offer as a career destination of choice.

## **Programme 7: Seafood sector development programme programme**

**Lead partner: Seafood Scotland**

**Theme relevance: ALL**

**Primary governance mechanisms: Scottish Seafood Partnership & Seafood Scotland Board**

The overall objective of the Seafood Development Programme is to assist in the implementation of Ambition 2030 – the growth strategy for farming, fishing, food and drink. The Scottish Seafood Partnership has identified key areas for activity which will contribute significantly to all the key themes of the new industry strategy.

### **Objectives**

- Provide leadership to the seafood and aquaculture sectors.
- Increase value to the seafood and aquaculture sectors, promoting responsible, profitable growth within the seafood and aquaculture sectors.
- Provide the catalyst for the seafood and aquaculture sector to embrace productive collaboration throughout the supply chain.
- Encourage greater collaboration between aquaculture and seafood organisations.

### **Activities**

- Review the support mechanisms within the aquaculture and seafood sectors to ensure a package of continued effective and sustainable support.
- Create a new seafood sector strategy that compliments the existing aquaculture and food & drink strategies.
- Deliver market development activity, co-ordinating with the new UK market programme (Programme 2 in this plan) and SF&D export strategy.
- Advise fishermen and processors on market opportunities, opportunities for collaboration through the supply chain
- Expand the use of innovation vouchers to increase branding and marketing development.
- Establish a new Scottish Seafood Partnership group, with a refreshed set of operational objectives and targets.
- Working with the Scotland Food & Drink Partnership and the supported common interest groups to exploit collaborative opportunities such as seafood

& beer tasting events and recipe development with the Scottish Rapeseed Oil group.

- Act as the interface between SDI In-market specialists and seafood businesses to ensuring effective dialogue and engagement.

#### Outcomes

- Strengthened brand and increase sales of Scottish seafood and aquaculture products in markets with Scotland, the rest of the UK and internationally.
- Greater alignment of organisation in the seafood sector, around a single sector development strategy.
- A resilient and robust Seafood Scotland as an organisation, driving the sector's development work and at the heart of the SF&D Partnership.

## **Programme 8: Opportunities Fund**

**Lead partner: Scotland Food & Drink**

**Theme relevance: ALL**

**Primary governance mechanisms: SF&D Board**

The overall objective is to provide a flexible resource/fund to capitalise on opportunities or address unforeseen issues that may arise as the SF&D partnership begin to develop and deliver their joint operating plan. Project opportunities or needs may be identified by any member of the SF&D partnership. Prioritisation, allocation and governance of the fund will be managed by the Scotland Food and Drink Board where input to decision making will be obtained from Scottish Government, Scottish Enterprise and Highlands and Islands Enterprise.

### **Objectives**

- To provide an additional support mechanism for previously unfunded activities that align with the Ambition 2030 strategy and support the development of the whole sector or specific sub sectors.
- To provide a flexible support mechanism to address ad hoc issues that may arise and challenge our progress in the delivery of the SF&D partnership operating plan.

### **Activities**

- To be confirmed at point of project evaluation and approval

### **Outcomes**

- To be confirmed at point of project evaluation and approval