27 February 2024

Project Connect
Industry Working Group

Meeting 1, Virtual

Confidential

BORD BIA
IRISH FOOD BOARD

Working Group - Intro

Sub Group Formation:

- 2 x Producer Representatives
- 2 x Dairy Representatives
- 2 x Meat Processor Representative *
- 1 x Academic *
- 1 x Bord Bia Exec

And indirectly 2 x Bord Bia board

IMPORTANT ACTION: Post the initial meeting, on agreement of the group, and along with the work-plan of the group, we will communicate the structure to the wider industry group, with an update on next steps.

Objectives of first meeting:

1) Ensure full alignment on the job of work and objectives of the sub-group, including the outputs and main steps

2) Share some further thinking, and start a discussion of what we think are the key area's that are critical to forming a detailed proposal recommendation back to the wider group.

Proposed Agenda

	Supported by	Time
1. Recap the work and objectives of the working group ○ Ensure all questions / concerns are in scope ○ Align on output back to industry group ○ Align on major steps, approach and ways of working of the group	Jim O'Toole	20 mins
2. Activity alignment & collaboration with other active entities ○ Proposal and approach discussion	John Murray	15 mins
3. Review the initiative requirements & high levels proposals on **a) Funding** ▪ Align on key principles / options ▪ Suggest options for macro split and sub sector split **b) Operations** ▪ Recap and align on principles **c) Governance** ▪ Align on principles *(revisit these individual over the coming meetings)*	John Murray	50 mins
4. Align on next meeting, focus, date and mode	Jim O'Toole	5 mins
5. AOB	Jim O'Toole	5 mins

1. Recap the work & objectives of the working group

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1. Recap the work and objectives of the working group

Ensure all questions / concerns are in scope

Initial Questions / Area's of Concern to be addressed by the working group:

- How do we avoid of duplication with others?
- What is a fair funding model?
- Some sectors are already contributing to some complimentary activities in other area's, and they have a limited funding pot – how do we manage?
- Operationally, how will the industry engage with the initiative?
  - Contribute to ensure it has the best insight?
  - Participate in operations to ensure it is the best it can be?
  - Leverage and align with it, to maximise effect?
- Who will govern the initiative and how will the governance operate?
- Are we forming an entity to deliver this?
- How wide in the scope of membership, at least initially?
- How long are committing to the initiative to give it the best chance of success?

What else?

- ?
- ?

1. Recap the work and objectives of the working group

Align on output back to industry group

Looking to present a recommendation(s) which:

1. **Work for the maximum number of industry members**

2. **Addresses the critical and/or contentious items**
   (around which the whole of working group is aligned, in order to positively influence the wider group)

3. **Are developed to a sufficient level to avoid any major ambiguity later on**

1. Recap the work and objectives of the working group

Align on major steps, approach and ways of working of the group

➔ **Goal and Target:** A set of sub group aligned recommendations (and Charter), prepared and shared in advance of the next industry roundtable meeting (16th April)

➔ **Development and delivery:** Bord Bia will take and address the actions in between meetings, responding to the group in advance of following meetings (as appropriate) and will minimise the number of engagements to the necessary only

➔ **Top-line initial meeting/engagement plan:** See below

1st Industry Round Table Meeting
- Problem & Proposal Presentation

26 Jan

Working Group Meeting 1 (VC)
- Review focus area's, supporting structure, expected spends and contribution requirements
- Align on engagement with other industry agencies

27 Feb

S9(1)(c)

w/c 11 Mar

Working Group Meeting 2 (VC)
- Form Recommendations

w/c 18 Mar

Additional Meetings (VC's) only if required

Working Group Meeting 3 (TBC)
- Finalise Recommendations

w/c 8 Apr

2nd Industry Round Table Meeting
- Align to Recommendations

16 Apr *

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2. Activity alignment & collaboration with other active entities

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2. Activity alignment & collaboration with other active entities

S8(a)(4)

Other?

Goals:

1) Formal rather than further informal discussions – reduce mounting 'concerns'
2) Understand and align on area's of mutual interest
3) Commence a discussion on potential principles of collaboration
4) Discuss concern's on funding

Questions

- Other insight we want to gain?
- Who should attend? (initiative industry interest boarder than just Bord Bia)

Target - complete initial discussion and feedback in advance of next sub group meeting

3. Review the initiative requirements & high levels proposals on:

a) Funding

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3. Review the initiative requirements & high levels proposals on FUNDING

Expenditure principles :

S8(a)(iv)

- Lean & slim structure, wholly focused on delivery
- Top talent is critical to secure - good people deliver
- [redacted]
- [redacted]
- [redacted]
- No 'in-kind' (services) contributions

S9(1)(c)

Year 1 - spend focus / priorities :

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

3. Review the initiative requirements & high levels proposals on FUNDING

Budget Expenditure Estimate:

S8(a)(iv)

	Deliverable	Year 1	Year 2
[redacted]		[redacted]	[redacted]
[redacted]		[redacted]	[redacted]
[redacted]		[redacted]	[redacted]
[redacted]		[redacted]	[redacted]
[redacted]		[redacted]	[redacted]
[redacted]		[redacted]	[redacted]
[redacted]		[redacted]	[redacted]
[redacted]		[redacted]	[redacted]
[redacted]		[redacted]	[redacted]

3. Review the initiative requirements & high levels proposals on FUNDING

Other Principles:

Membership Scope:

- Ambition to
  - Represent all Agri-food sectors
    - Including seafood, albeit not a priority in project phase
  - Represent Agri-food producers along the supply chain
    - Include value added categories such as drinks & prepared consumer foods
- Beyond the core - revisit in year 2 or 3

Basic Contribution:

- Ambition for
  - All sectors to contribute fairly.
    - Thinking to align to share of industry export / output valuation
  - All parties within a sector, along the supply chain, will make a contribution to affirm their commitment to the initiative

3. Review the initiative requirements & high levels proposals on FUNDING

Funding Model Options:

S9(1)(c)

- [redacted]
- [redacted]
- [redacted]

3. Review the initiative requirements & high levels proposals on FUNDING

1 [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

S9(1)(c)

	Annual Contribution	Contributors	TOTAL
	€'000	#	€'000
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]

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[redacted]

[redacted]

- [redacted]

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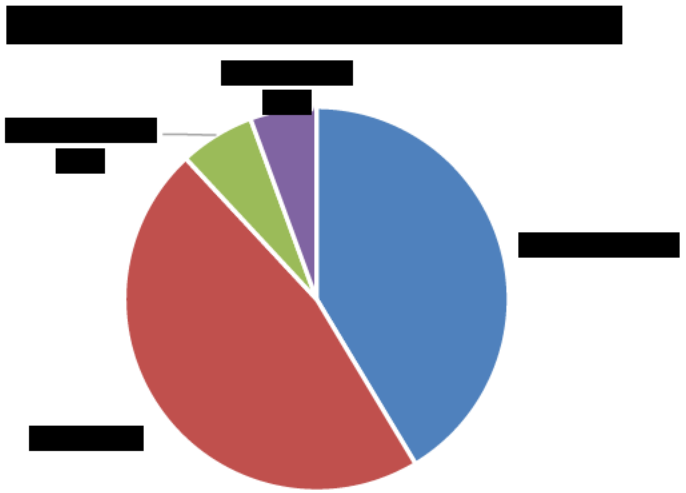

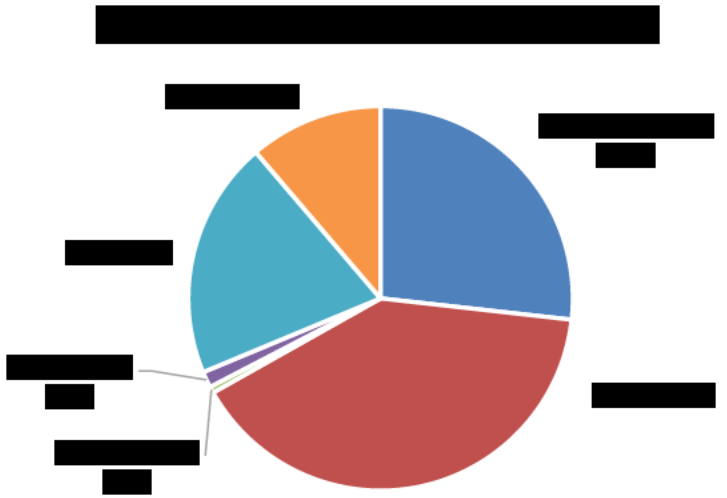

3. Review the initiative requirements & high levels proposals on FUNDING

3 [redacted]

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- [redacted]
- [redacted]
- [redacted]
  - [redacted]
  - [redacted]
  - [redacted]

3. Review the initiative requirements & high levels proposals on FUNDING

Working Group Ask

What model or elements of models should we pursue, and develop further?

What principles are unclear, or require more detail?

Is there anything missing?

3. Review the initiative requirements & high levels proposals on:

b) Operations

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3. Review the initiative requirements & high levels proposals on OPERATIONS

What does this include?

TODAY

a) **Initiative - form it takes (entity)**

b) **Principles of membership (charter)**

c) **Leveraging of talent / experience (advisory)**

d) **Project to BAU needs (executive team)**

INPUT FROM GROUP

OTHER OPERATIONAL TOPIC's MISSING - Important to include to support recommendations. We will revisit these at next meeting.

(come back to this question at end of section)

3. Review the initiative requirements & high levels proposals on OPERATIONS

a) Need for an Entity

What is it?

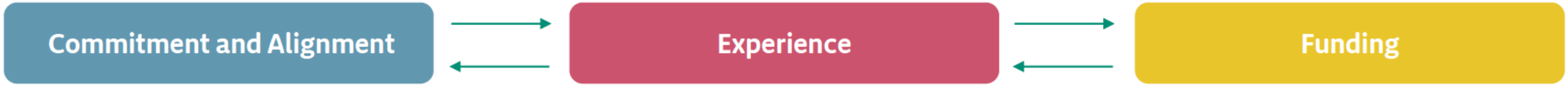
- An 'initiative' with ambition for multiple deliverables, leveraging industry wide insight and talent, needs a structure to operate
- But it needs to be slim, trim and full on energy
- It requires:
  - A separate legal personality - independent, backed by industry.
  - A full-time dedicated team (3+ year contracts)
  - Financial management, H.R, governance, I.T. and a location.

Current Recommendation:

- From a CLG (company limited by guarantee)
  - A separate legal entity
  - No shareholding or share capital
  - Considered optimum for non for profit
  - Requires directors and members
- Outsource non core functions (HR, Finance, etc)
- Offer fixed term contracts attractively targeting top talent

3. Review the initiative requirements & high levels proposals on OPERATIONS

b) Membership Charter - Ask



1. Members sign up to a charter which outlines their commitment to:

- Being openly unified under the initiative umbrella;

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[redacted]

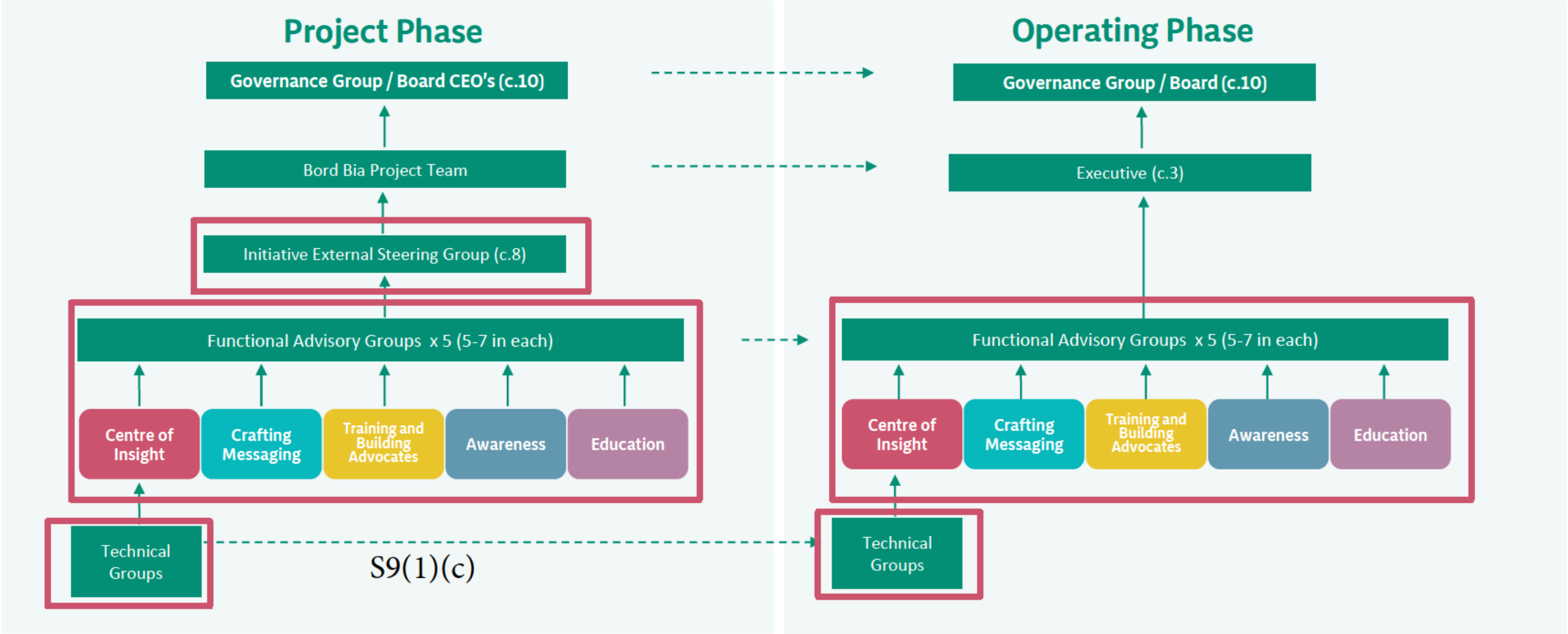
- Committing the best minds in their organisation to serve on Advisory Groups, Technical Groups or the Governance Group;

2. Aligning their own organisation's communications with that of the initiative where appropriate:

- Providing relevant data and content to the initiative on request;
- Using the Centre of Insight as a primary source;
- Using the messaging developed by the initiative in their own communications as appropriate; and
- Putting relevant people forward to act as advocates and to partake in training programmes.

3. Review the initiative requirements & high levels proposals on OPERATIONS

c) Advisory & Steering Group Input



3. Review the initiative requirements & high levels proposals on OPERATIONS

c) Advisory & Steering Group Input

Principle's:

- Best talent from across the industry will help to ensure the success of the initiative
  - Commitment of people's time
    - Project phase - c. day per month
    - BAU phase - c. 5 to 6 days a year
- 1 x advisory group per deliverable
  - 5-8 members
  - Change every 12-18 months - staggered
  - Both project and BAU phase
- 1 x steering group
  - 7-9 members (leads from advisory group)
  - Project phase only (18 months)
- Technical 'Topic' Groups
  - As required

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3. Review the initiative requirements & high levels proposals on OPERATIONS

d) Future initiative leadership team

S9(1)(c)

Principle's:

- Fixed term contracts (up to 3 years)
- Senior team c.3 roles - priority recruit within first 6 months
    - Executive lead
    - Sn Manager PR & Communications
    - Sn Manager Operations
- Key support roles (technical, policy, L&D)

3. Review the initiative requirements & high levels proposals on OPERATIONS

Working Group Ask

Are the recommendations clear – any clarifications, builds, etc, needed?

Are there better alternative options we should explore?

Is there other important operational items missing, that you would expect or like to see included at this stage?

3. Review the initiative requirements & high levels proposals on:

c) Governance

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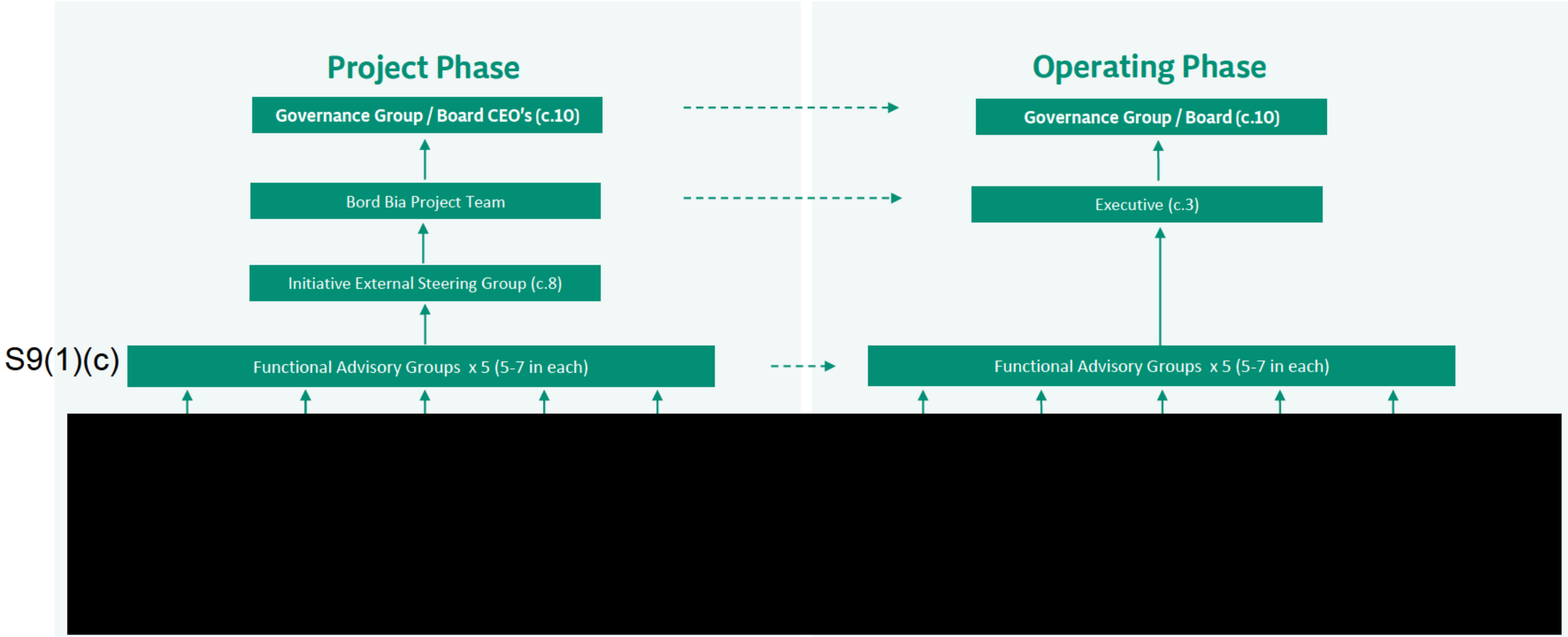
3. Review the initiative requirements & high levels proposals on GOVERNANCE

Governance & Operation Structure

- Project to Operational (BAU) Phase



3. Review the initiative requirements & high levels proposals on GOVERNANCE

Initial Recommendations

Board - Who?

- Max. 10 directors on Board of Governance
- Made up from the membership
- Recommend a sector led rotation (12 - 18 month term rotated by sector members)
- Optimally high level leadership (CEO) would sit on board for project phase (18 months) - and if wish nominate a senior exec from their business thereafter, for BAU.

Operations - How?

- Governance - meet 3 to 4 times per annum
- Membership - meeting twice yearly with interim reports

Function?

- Approve the work plan
- Ensure compliance and good governance
- Budget & Finance sign off

3. Review the initiative requirements & high levels proposals on GOVERNANCE

Working Group Ask

Are the recommendations clear – any clarifications, builds, etc, needed?

Are there better alternative options we should explore?

4. Align on next meeting, focus, date and mode

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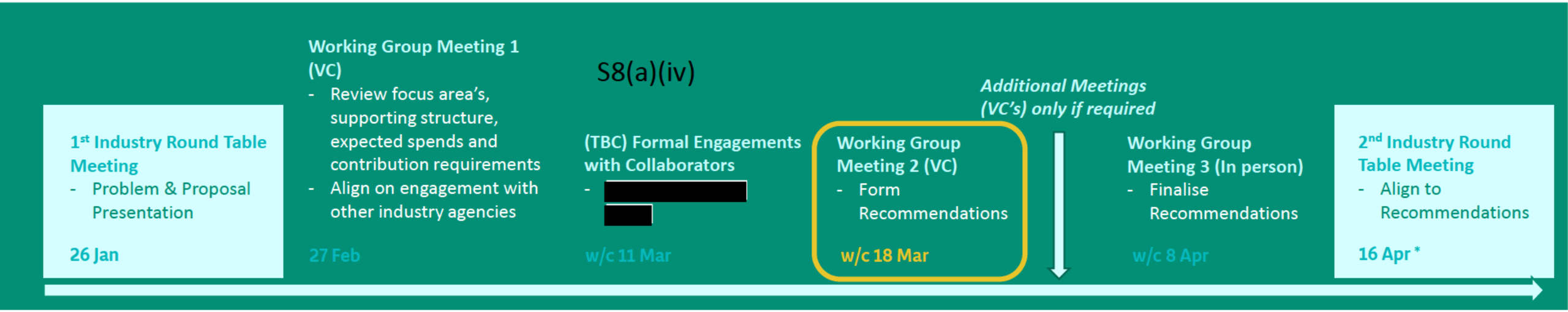

- Date & Time - optimally 21st / 22nd
- Virtual - confirm
- Focus area's - reconfirm from today's meeting

5. AOB

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