

holstein UK

holstein & british friesian



Strategy

2023 - 2027

www.holstein-uk.org



INTRODUCTION

Holstein UK is Europe’s largest independent dairy breed society offering a range of services to the dairy industry, focused on improving the genetics and profitability of the Holstein and British Friesian breeds. Owned by its members, the Society is dedicated to assisting Holstein and British Friesian dairy farmers to breed profitable, robust and productive dairy cattle.

The Board of Trustees strongly believes that Holstein UK can aid its members going forward, by highlighting the traceability, authenticity and quality of registered cattle. Within this document we have set out a five-year plan of aspirations, objectives and actions required, which meet our charitable objective and mission statement.

CHARITABLE OBJECTIVE

To encourage, promote and improve the breeding of Holstein and British Friesian cattle in Great Britain and Northern Ireland.

MISSION STATEMENT

We are a member-owned organisation dedicated to innovation and quality and are driven to continuously improve the services we offer.

HOLSTEIN UK’S KEY ASPIRATIONS 2023-2027

BREED DEVELOPMENT

To have the ideal cow within the Holstein UK Herd Book for the UK and international markets.

RESEARCH & DEVELOPMENT

The UK Holstein and British Friesian breeds to be the best placed breed choices for all UK farming systems and be recognised internationally.

PROMOTION

Every UK dairy farmer recognises the benefits of Holstein UK services and wishes to become a member.

SERVICES

Society members use and benefit from all Holstein UK Group services.

FINANCE

Holstein UK to have a secure long-term future and remain the largest independent breed society in Europe.

VOICE

Holstein UK members to have a voice at industry and government level.

COMMUNICATION

All members are fully informed and educated on the Society and relevant industry activities.

RECOGNITION

Holstein UK awards to be held with high regard within the domestic and international industries.

GOVERNANCE

Holstein UK continues to strive to meet its charitable objective whilst adapting to the evolving dairy and agricultural industries.

OPERATIONS

Holstein UK is operated using maximum efficiency.

QUALITY

Holstein UK Group data is proven, independent and recognised as first class.

MEMBER DEVELOPMENT

Leaders within the dairy industry have benefited from being members of Holstein Young Breeders (HYB).

Breed Development

ASPIRATION

To have the ideal cow within the Holstein UK Herd Book for the UK and international markets.

OBJECTIVE

1. Develop the Society breeds to meet the demands of dairy farmers.
2. Provide tools and services to aid improvement in the financial value of the Society breeds.

ACTION

- Encourage UK producers to maximise genetic gain by utilising technology such as genotyping, sexed semen and embryo transfer.
- Educate producers about the benefits of genetic gain.
- Promote the benefits of using independent mating services.
- Measure the financial impact of type improvement and promote the benefits.
- Continually review traits collected and add new traits when necessary.
- Annually review the model cow to ensure its relevance to dairy producers.
- Introduce an interpretation service following herd type evaluation visits in order to maximise usefulness.

Research & Development

ASPIRATION

The UK Holstein and British Friesian breeds to be the best placed breed choices for all UK farming systems and be recognised internationally.

OBJECTIVE

1. Ensure UK dairy farmers recognise evidence and understand the benefits.
2. Ensure international dairy farmers understand the strengths of UK genetics.
3. Share data to prove the relationship between the use of Holstein UK services and herd profitability

ACTION

- Introduce research to determine the relationship between conformation and profitability.
- Investigate correlation of type traits against production, health and fertility.
- Analyse production and type data to establish longevity and profitably trends for comparisons with other breeds and crossbreeds.
- Partner with research establishments to investigate issues regarding sustainability, robustness and environmental issues.
- Work with type evaluation teams to track progress and direction.
- Communicate research findings with members and promote benefits to a wider audience.
- Keep up-to-date with external research and communicate findings to members.
- Recommend changes to services and products following research projects.

Promotion

ASPIRATION

Every UK dairy farmer recognises the benefits of Holstein UK services and wishes to become a member.

OBJECTIVE

1. Ensure all UK dairy farmers understand the benefits of registered cattle.
2. Increase the use of Holstein UK services amongst UK producers.
3. Ensure international dairy farmers recognise the type, performance and longevity of Holstein UK breed genetics.
4. Decrease the average age of the membership by encouraging youth members.
5. Partner with key agricultural education centres.
6. Ensure industry bodies understand the importance of registered cattle and the related benefits.

ACTION

- Maximise the shop window at UK Dairy Day, which incorporates The National Holstein Show.
- Attend key agricultural events that benefit the Society and members.
- Invest in UK print and digital advertising.
- Ensure Holstein UK type evaluations are relevant to UK dairy farmers.
- Highlight the diverse range of genetics within the Herd Book.
- Invest in methods appropriate for our target audience and the audience of the future.
- Develop key messages that incorporate interested parties.
- Develop quarterly marketing campaigns.
- Use technology wherever possible to promote the Society to a wider audience.
- Rigorously encourage education centres to use Holstein UK Group resources as a tool to aid learning.
- Promote the Society as an independent source of information.
- Invest in international digital advertising.
- Encourage international visitors to UK Dairy Day and Holstein UK members’ farms.
- Have representation at key international events with a clear objective.
- Have representation on the European Herd Book committee.
- Compete internationally, where possible, with people and cattle.
- Encourage international exchange programs for HYB.
- Promote the Holstein UK breeds, referencing performance.

Services

ASPIRATION

Society members use and benefit from all Holstein UK Group Services.

OBJECTIVE

1. Ensure services make use of the latest technology and innovation.
2. Ensure members understand the portfolio of services and their benefits.
3. Attract new members to the Society using the benefits of its services.
4. Eradicate, wherever possible, duplication of data entry, streamlining services where possible and working with other on-farm organisations
5. Ensure services meet the requirements of Holstein UK members and appeal to all dairy farmers.

ACTION

- Assess relevance of current services and structure a development plan, where necessary, to become more efficient at the lowest possible cost.
- Introduce new services as the market/industry requires.
- Forge partnerships with third party companies to eradicate duplication of data entry.
- Introduce robust project planning.
- Develop response and completion targets for all services.
- Inform members of benefits of services through marketing.
- Ensure UK Dairy Day becomes an avenue to promote services to existing and potential members.
- With the use of IT, extend the access to tools and services to be available 24/7.
- Introduce, wherever possible, new technology to aid the use of services.
- Develop help guides for all services.

Finance

ASPIRATION

Holstein UK to have a secure long term future and remain the largest independent breed society in Europe.

OBJECTIVE

1. Ensure Holstein UK is financially viable both short and long-term.
2. Ensure the Holstein UK Group remains a relevant body within the domestic and international dairy sectors through investment.

ACTION

- Ensure the Holstein UK Group operates at a profit to allow reinvestment.
- Spread the risk of investments with an emphasis on property.
- Return revenue to the Charity through the subsidiaries without harming the companies' growth.
- Produce monthly management accounts by working day ten of each new month.
- Compile the Holstein UK Annual Report following completion of audited accounts.
- Have robust internal and external audits and procedures.
- Maintain risk register and review annually to reduce exposure to liability.
- Review supplier contracts on an annual basis.
- Follow correct protocols for purchases and expenditure.

Voice

ASPIRATION

Holstein UK members to have a voice at industry and Government level.

OBJECTIVE

1. Ensure Holstein UK understands member opinion.
2. Have a unified message as a point of reference for all members.
3. Have an established avenue of communication to industry and Government.
4. Have robust facts and figures to support communication.
5. Become a source of data for the industry.

ACTION

- Develop a process to collect member opinion and disseminate feedback.
- Develop a united message regarding the future of the dairy industry, which represents the membership.
- Forge partnerships with current industry lobbying parties.
- Promote the benefits of registered cattle to milk buyers and retailers.
- Work with industry partners to support consumer engagement and promotion of dairy products.
- Share industry news, education and developments with members.
- Establish key data that will support communication.
- Track trends within the Herd Book genetics and develop predictions based on past data.
- Address legislation matters that directly impact members.
- Compile a communication document highlighting the forward planning required by members to meet future milk contracts.
- Respond to Government consultations on behalf of members.
- Develop direct communication with serving MP's.

Communication

ASPIRATION

All members are fully informed and educated on the Society and relevant industry activities.

OBJECTIVE

1. Ensure Holstein UK members fully understand the activities of the Society.
2. Understand Holstein UK member needs.
3. Ensure Holstein UK members contribute to and know the strategy for the Society.
4. Share relevant industry developments through Society communication channels.

ACTION

- Use The Journal as a tool to keep members informed.
- Gather communication data from members, such as email addresses and mobile numbers.
- Ensure Group news contains up-to-date information on services and their benefits.
- Review communication avenues and make best use of new technologies and tools.
- Ensure UK Dairy Day, Holstein UK events and attended shows become a portal to showcase Society activity.
- Use the news sections of the Group websites and social media to keep members informed.
- Ensure timely communication of Board decisions to all members.
- Ensure Trustees have up-to-date Society news to communicate with Clubs and members.
- Effectively capture affiliated Clubs' opinions.
- Gather feedback from members and action as appropriate.
- Ensure all ways of communication meet GDPR legislation.

Recognition

ASPIRATION

Holstein UK awards to be held with high regard within the domestic and international industries.

OBJECTIVE

1. Ensure individual cow awards are relevant to the whole industry and recognised as adding value to the animal.
2. Ensure herd awards recognise management as well as genetic quality.
3. Ensure member awards acknowledge personal achievements.

ACTION

- Review all awards and assess the relevance of each Society accolade.
- Investigate new awards which recognise herd management, cattle health and welfare, genetics and efficiency.
- Compare UK awards with international competitions and develop awards that have global recognition.
- Introduce marketing plans for each award.
- Develop a calendar of awards and make it available to all members.
- Promote award winners internally and externally to raise profile of awards.
- Engage with national agricultural press to heighten coverage of award winners.
- Compile a database of regional press contacts to recognise award winners within their local area.
- Develop and maintain a Hall of Fame of award winners.

Governance

ASPIRATION

Holstein UK continues to strive to meet its charitable objective whilst adapting to the evolving dairy and agricultural industries.

OBJECTIVE

1. Introduce a five-year strategic plan for the Charity which incorporates the subsidiary companies.
2. Meet Holstein UK's charitable objective through consultation with stakeholders (members).
3. Have robust procedures in place for all processes.
4. Meet the requirements of new and existing relevant legislation.

ACTION

- Ensure governance of the Charity meets legislation, following Charity Commission guidelines and representing stakeholders without discrimination.
- Ensure Trustees continue to represent the Society and members within their elected region, acting as a voice for members and communicating developments at Society level.
- Ensure the Board of Trustees meets the Charity Commission guidelines, rules and regulations.
- Ensure nominated Trustees receive training before joining the Board.
- Ensure the Chair of the Board continues to act as the direct communication point between the Trustees and CEO.
- Ensure Trustees continue to be responsible for short and long-term strategy.
- Ensure management remains responsible for all operational activity.
- Ensure Trustee procedures follow the Articles of Association, which will be reviewed annually prior to the AGM.
- Revise the strategic plan and amend, where necessary, every three years.

Operations

ASPIRATION

Holstein UK is operated using maximum efficiency.

OBJECTIVE

1. Work efficiently to enable members to gain the maximum benefit.
2. Ensure management and processes are relevant and meet the requirements of members.
3. Make the appropriate investments in IT and equipment, to give maximum benefit to the membership.
4. Ensure operational processes are flexible to meet future developments.

ACTION

- Ensure that the office facilities and employment terms meet legislation.
- Invest in current and new employees by introducing personal development plans.
- Ensure future Group office facilities encourage retention of experienced staff.
- Attract skilled individuals to employment within Holstein UK.
- Keep employees' knowledge up-to-date with industry and member needs.
- Introduce new processes to meet member needs following annual reviews.
- Annually review and update the Membership Handbook.
- Drive coordination and consistency between Holstein UK Group departments.
- Continue to build on the integrity of the Herd Book, with an emphasis on traceability.
- Develop a resource for the membership to provide advice when in times of industry adversity, such as disease outbreaks or anti-dairy campaigns.
- Ensure Group core services remain as the first priority, whilst looking for opportunities that will directly or indirectly benefit members.

Quality

ASPIRATION

Holstein UK Group data is proven, independent and recognised as first class.

OBJECTIVE

1. Have accreditations in place from external bodies to give confidence in data collection and distribution.
2. Have consistent procedures.
3. Ensure full confidence in data handling, storage and reporting.

ACTION

- Follow guidelines and recommendations for ISO:17025 (UKAS) for all appropriate services.
- Participate in International Committee of Animal Recording (ICAR) accreditation schemes.
- Partake in external audits from ring testing with like-minded organisations, both formally and informally.
- Conform to UK and international legislation.
- Review domestic and international procedures to view opportunities for internal improvement.
- Document all processes to ensure services and/or products are delivered consistently every time.
- Ensure security of systems.

Member Development

ASPIRATION

Leaders within the dairy industry have benefited from being members of Holstein Young Breeders (HYB).

OBJECTIVE

1. Ensure HYB is seen as an educational organisation.
2. Ensure HYB members experience a range of dairy related operations.
3. Use competitions to improve knowledge whilst encouraging new participation.
4. Include a networking element in events which builds individual connections.
5. Ensure HYB activities broaden knowledge and skills that prove useful in career development.

ACTION

- Form partnerships with agricultural colleges to create opportunities to speak to dairy students.
- Widen areas of interest within HYB to attract non Holstein UK family members.
- Create awards in partnership with external bodies.
- Encourage exchange programs nationally and internationally.
- Review and, if necessary, introduce competitions that encourage all skill levels to participate.
- Expand awards available to incorporate all elements of the dairy industry.
- Introduce public speaking training and opportunities.
- Promote the benefits of Dairy Pro training to HYB members.
- Register Holstein UK and HYB events and activities with Dairy Pro to add value for members.
- Structure mentoring schemes between senior and HYB members.
- Introduce online competitions and awards to give maximum return on investment.

Holstein UK is Europe's largest independent dairy breed society offering a range of services to the dairy industry, focused on improving the genetics and profitability of the Holstein and British Friesian breeds.

The Holstein UK Group includes The Cattle Information Service (CIS) and The National Bovine Data Centre (NBDC), each of which offers a wide portfolio of services support breeding, management and profitability of Holstein and British Friesian herds. Field staff are also available to visit farms and discuss the services best suited for herds.

SERVICES INCLUDE:

- Cattle Registration
- Type Classification
- Genomic Testing
- Milk Recording
- Health Testing
- Virtual Cow
- Herd Management Facilities

Holstein UK attends many shows throughout the year, whilst also hosting a number of annual events for members, including the Holstein Celebration and Premier Herd Open Day.

The Society also gives recognition to the Holstein breed, herds and individual members through the presentation of awards including the All Britain Awards, President's Medal Award, Master Breeder Award, Premier Herd Competition and type/production awards.

Holstein Young Breeders (HYB), the youth movement of Holstein UK, holds several events including the Weekend Rally and the All Breeds All Britain Calf Show, all of which support learning, networking and future careers in the dairy industry.

Holstein UK organises UK Dairy Day, an annual industry event featuring trade stands, The National Holstein Show and classes for other dairy breeds.

The Society membership magazine, The Journal, features global Holstein and industry news, together with updates from affiliated Clubs, breeding features and reports from shows and sales. Each edition, mailed to over 6,000 individuals active in the dairy industry, also includes a Friesian Focus and Holstein Young Breeder report.



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