

Calf Strategy Working Group: Draft Terms of Reference

1. Vision

The Calf Strategy Working Group brings together UK cattle industry stakeholders to deliver a coordinated approach to calf breeding, rearing and marketing.

Our collective vision is that every calf born into the UK cattle sector has a clear and valued purpose, supported by consistent best practice, transparent data, and sustainable routes to market.

2. Mission and Goals

The Group will:

- Provide oversight and leadership for the delivery of the five-year Great Britain Calf Strategy (published September 2025).
- Empower farmers and supply chain partners with evidence-based tools and decision support to optimise calf outcomes.
- Promote best practice in calf breeding and rearing, ensuring calves leave farms healthy, resilient and productive.
- Improve transparency and data flow across the supply chain to enable benchmarking and continuous improvement.
- Identify and promote sustainable, profitable and low-emissions pathways for calves from birth to slaughter.
- Drive behavioural and cultural change so that calf breeding and rearing are recognised as purposeful and professional enterprises.

3. Membership

- Membership is open to relevant organisations and stakeholders across the cattle industry who can actively contribute.
- Members are expected to:
 - Disseminate and promote the work of the Group to their networks.
 - Provide feedback from their sector.
 - Share data pertinent to the strategy where possible.
 - Actively engage in meetings and working groups.
- Organisations may appoint their own representative and a nominated alternate.
- Membership is reviewed annually.

4. Structure

a) Main GB Calf Strategy Working Group

- Meets six-monthly as a minimum (ad hoc as necessary), including at least one in-person meeting annually, to:
 - Review progress from the Pillar Working Groups.
 - Address challenges and provide cross-industry problem solving.
 - Agree collective priorities and resourcing needs.
 - Address new/emerging issues or opportunities.
 - Ensuring communications are unified and shared under the single strategic banner
- Chaired by a nominated representative, with secretariat support from AHDB (or agreed body).

b) Pillar Working Groups (Right Calf, Right Start, Right Route)

Each Pillar Working Group commits to:

- Appointing a Chair from among its members.
- Meeting at least quarterly, with agendas, minutes and action tracking maintained by the secretariat.
 - The Right Route pillar working group meetings may alternate with GBCS b-TB Subgroup meetings.
- Developing a clear Delivery Plan for each goal in the pillar including:
 - Specific actions and rough timelines.
 - Named collaborators and organisations responsible.
 - Suggested data requirements (what to collect, from where, and how to use it), using the principles laid out in Farm Data Principles as a guide.
 - SMART targets focusing on outcomes, and KPIs to indicate progress along the way.
- Reporting and reviewing progress six-monthly to the main GB Calf Strategy Working Group.
- Co-ordinating with the centralised communications function to ensure consistency and management of any messaging, and optimised communications between pillars.
- Inviting additional technical or industry representatives to join where specialist input is needed.

c) The GBCS b-TB Subgroup will continue as previously structured and liaise with the GB Calf Strategy Working Group and Pillar Working Groups as appropriate.

5. Roles and Responsibilities

- Chair: Guides meetings, ensures fair participation, and represents the group at the main Strategy meetings.
 - The position of chair will be reviewed annually: the chair will be asked to leave the room to allow for an informal discussion followed by a formal vote if necessary as to whether the chair will remain in position or be replaced. Chairs will remain in position unless a vote is proposed to replace them and reaches over 50% in favour of replacement. Any member may propose a vote. A vote is to be proposed at least annually.
- Secretariat: Provides organisational support (agendas, minutes, action tracking).
- Spokespeople: One overarching spokesperson, who may also be the Chair, and a nominated spokesperson for each pillar.
- Members: Actively contribute expertise, champion the strategy within their networks, and deliver on agreed actions.

6. Ways of Working and Behaviours

- Meetings will be held under the Chatham House Rule. Participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.
- Members must be mindful of competition law and ensure that they comply with all relevant competition law provisions. In particular, members must not share

confidential or commercially sensitive information and should not discuss pricing strategies or any other matter which might cause market distortions.

Members will commit to:

- Collaboration across sectors and respect for different perspectives.
- Transparency and data sharing where possible.
- Professionalism: inclusive, purposeful and solution-focused meetings.
- Accountability for delivering agreed actions.
- Confidentiality when handling sensitive information.

7. Reporting and Review

- Minutes and action lists will be circulated after each meeting.
- Pillar Working Groups will feed back progress at each main Strategy meeting.
- A regular progress review will assess:
 - Progress against each pillar Delivery Plan and goals.
 - Membership and representation.
 - Priorities for the following year.
- The Terms of Reference will be reviewed after the first year, as necessary thereafter.