Established in the 1990s, Red Tractor is the UK’s leading farm and quality food assurance scheme. We are a not-for-profit, limited company set up by the UK food industry with a proven track record over the past two decades.

Our logo is used by major UK retailers, many branded manufacturers and food service operators and we estimate that our licensees sell Red Tractor assured products with an annual sales value of £12 billion.
Once again, I am delighted to report Red Tractor Assurance has continued to grow from strength to strength over the past year. We have seen significant challenges within the food supply chain, created through a period of economic austerity. Changes in consumer shopping habits are having a visible impact upon the retailers and food service outlets we rely on to sell the Red Tractor products produced by British farmers, including challenges on prices to all parts of the food chain. Despite this, we have continued to see growth in membership of the scheme and sales of Red Tractor products, along with increased support for promoting Red Tractor products.

We estimate that today the Red Tractor logo is applied to food products with annual sales of £12 billion and the latest YouGov survey has reported a further increase in consumer awareness to 65%.

Importantly this survey also tells us that consumer support for the underpinning values of Red Tractor – comprehensive and responsible farming production standards, food safety and traceability mean 57% of all consumers aware of Red Tractor actively look for the logo when shopping.

All of this has come about from extraordinary cooperation and commitment from farmers, food processors, supermarkets and the food service industry.

A key factor in our success is the benefits Red Tractor brings to each stage of the supply chain. To farmers and producers there are benefits of simplicity from a national scheme. For supermarkets and food service there is the benefit of totally independent on-farm audits by accredited assessors. For shoppers, the Red Tractor logo provides a single reference point to assure them of the standards to which their food is produced and the flag on the logo tells you where it comes from.

Communication is a major priority for our business. We benefit enormously from the support we receive from the Agriculture and Horticulture Development Board, British Poultry Council and the farming unions to get our message across to consumers and others in the supply chain. Equally we benefit from the advertising support and use of the logo by supermarkets, branded foods and food service. We are grateful to all who support us in communicating the benefits of Red Tractor.

This is my last year as Chairman of Red Tractor and I step down in November 2015. I am pleased to report that in my 6 years as Chairman, Red Tractor Assurance has grown significantly in membership and as a not-for-profit organisation, our financial position is now very stable and healthy creating a platform to further grow our business.

We have a small but excellent executive team and are supported extensively by a highly committed board of directors and a number of sector boards and advisory committees whose expertise and knowledge enable the organisation to ensure we are listening to the whole food chain and are keeping up with the expectations of consumers, supermarkets, processors and farmers.

My thanks and best wishes go to all involved in Red Tractor and I look forward to seeing the business continue to grow in the future.
59,079 RED TRACTOR SCHEME MEMBERS

- 24,090 BEEF & LAMB ASSURED MEMBERS
- 17,928 COMBINABLE CROPS & SUGAR BEET ASSURED MEMBERS
- 1,097 UK BROILER CHICKEN ASSURED MEMBERS
- 11,435 DAIRY ASSURED MEMBERS
- 2,470 FRESH PRODUCE ASSURED MEMBERS
- 2,059 PIG ASSURED MEMBERS

SIX INDEPENDENT CERTIFICATION BODIES

Including our working agreements with independent beef & lamb schemes in other regions of the UK

WE HAVE A TOTAL OF 86,900 RED TRACTOR RECOGNISED ENTERPRISES

729 PROCESSORS & PACKERS ARE ABLE TO USE OUR LOGO

4,600 FOOD SERVICE OUTLETS

31 WHOLESALER LICENSEES
65% OF SHOPPERS RECOGNISE OUR LOGO

57% OF THESE SHOPPERS SAY THE LOGO INFLUENCES THEIR FOOD PURCHASES

OVER 25,000,000 SHOPPERS VISITED SUPERMARKETS WHERE PROMOTIONS WERE TAKING PLACE DURING RED TRACTOR WEEK

OVER 200 NEWSPAPERS, MAGAZINES & RADIO STATIONS COVERED THE RED TRACTOR WEEK CAMPAIGN

INCREASED SOCIAL MEDIA COVERAGE

Facebook – Followers

2013 – 2014 24,672
2014 – 2015 43,995

Twitter – Followers

2013 – 2014 11,500
2014 – 2015 19,064
2014 was a good year of steady progress for Red Tractor.

Our farm standards are our stock in trade and the three-yearly review is a major effort. Our sector boards and technical committees had done the groundwork by the start of 2014 but that still left a lot to do.

I was especially pleased with the great efforts by our team to make the standards manuals as user-friendly as possible. It’s vital that both our scheme members and our assessors have a clear understanding of the requirements. The Red Tractor team worked long hours to re-write almost every dot and comma in the interests of simplicity and plain English. The new manuals are a testimony to their efforts.

Of course a standard is worth little unless it is backed by effective checks. Our new initiatives will ensure quality and consistency of assessments against Red Tractor standards.

When promoting Red Tractor products to shoppers we continue to get great value from our brand ambassador Alex James. 2014 was the second full year of our relationship and TV, radio and the print media remain eager to hear what Alex has to say about quality Red Tractor food. Alex hits the spot with most of our target shoppers and we are looking forward to developing the relationship further into 2015.

The Red Tractor team has matured and developed over the years and we are lucky to be able to draw on some really skilled individuals all dedicated to promoting the interests of Red Tractor farmers and food businesses.

All these initiatives are described in more detail in this review.
LOOKING BACK OVER 2014

“The Red Tractor team has matured and developed over the years and we are lucky to be able to draw on some really skilled individuals all dedicated to promoting the interests of Red Tractor farmers and food businesses.”
– David Clarke, CEO
MANAGING OUR SCHEMES

Six Certification Bodies and 400 assessors work in the Red Tractor scheme and our reputation depends on them. Several important developments will ensure quality and consistency.

We have improved liaison with our certification bodies. We now have detailed KPIs and we review performance regularly. This has resulted in a better understanding of Red Tractor priorities at all levels of the system. We check that assessments are completed to plan, but we also want to ensure that our standards are applied consistently.

“COMPLIANCE AND INTEGRITY” AUDITS

We put things in place to improve the quality of assessments; now we wanted to check if they were working. So in October 2014 we launched our Compliance and Integrity (C&I) programme. We have had a similar system in the dairy scheme for many years but this has been completely revised. It will now be rolled out across all our sector schemes.

The programme uses a small team of expert auditors who are totally independent of the Certification Bodies (CBS). We select a small sample of farms for an audit. But the audit is intended, first and foremost, to satisfy us that checks by the CBS have been done effectively. The C&I audit is not a repeat of the full assurance audit. Instead we have identified a small number of points that are key to that sector standard.

The information provided by the C&I system in the first 6 months has exceeded our expectations. If we wanted data about the quality of individual assessments it has delivered that. And thankfully the great majority are first class. But we are also uncovering many other points about the work of CBSs, the interpretation of certain standards, the ideal timing of routine assessments and many more. We are now looking to improve in a number of areas.

The independent auditors that we use for C&I are led by Bob Waller who shared with us his thoughts about the programme:

“I’ve been involved with the British farming industry all of my life. In my opinion we are world beating and the Red Tractor scheme helps to demonstrate that. So I was delighted to be given the chance to get involved in their Compliance and Integrity programme. Red Tractor recognises that it must do everything it can to ensure the integrity of the scheme. That is what C&I sets out to do and I am proud to be a part of delivering it.”

CERTIFICATION BODIES (CBS)

“We developed a training programme for the 400 Certification Bodies (CBS) assessors who visit our members’ farms. CBSs remain responsible for training their assessors but our e-learning programme complements this. The programme provides information about the Red Tractor scheme and good assessment techniques. This is followed by detailed information about every requirement in every Red Tractor standard.

One complaint has always been that our assessors spend too much time on records and papers. We can’t get away from this completely but the new programme should shift the emphasis. We want assessors to spend more time looking at the farm and at livestock on the farm.

We also believe that it is important that assessors know why certain standards are needed and what they deliver for the scheme member. The training programme provides examples, for example, how health planning can help improve performance of the herd or flock. The on-line format allows us to include dozens of pictures to show what conformance to the standards should look like.

Every assessor must take a test at the end of the training module. Our technical managers check the results and assessors must show a good level of understanding.

This training should result in more effective assessors and more consistent assessments. In time the training will be adapted so that scheme members can use it.

We have improved liaison with our certification bodies. We now have detailed KPIs and we review performance regularly. This has resulted in a better understanding of Red Tractor priorities at all levels of the system. We check that assessments are completed to plan, but we also want to ensure that our standards are applied consistently.

“It’s great to see Red Tractor taking control and reviewing how all of its systems are working. Consistency in assessments and certification is critical to Red Tractor, and to all of the companies that rely on it”

– Duncan Sinclair, Agriculture Manager, Waitrose
Red Tractor standards must stay up to date and relevant for all who use the scheme. We must respond to changes in the legislation, new science and emerging issues. At the same time we know that constant change is difficult for our members to manage. Red Tractor farm standards are now reviewed and refreshed on a 3-year cycle and October 2014 saw a new issue of all Red Tractor farm standards.

The new standards were the product of several years’ work and many meetings with industry partners, including farming unions, trade bodies, retailers, government departments and CBs. As always, we circulated proposed new standards for wide consultation in January 2014. We took the feedback into a set of final drafts that were signed off in late spring 2014. Some changes cut across several commodities.

**SUSTAINABLE USE OF PESTICIDES**

We have known about this Directive since 2009 and in many ways the UK and the Red Tractor scheme was well ahead of the game because of our long standing ‘Voluntary Initiative’. But many of the requirements are now coming into legal force and we had to make a few more changes.

From January 2014 farmers and growers must practice Integrated Pest Management (IPM).

From November 2015 Grandfather Rights for sprayer operators are abolished. All operators must hold a valid Pesticide Application Certificate.

From November 2016 all equipment used to apply pesticides must be NSTS tested.

**RESPONSIBLE USE OF MEDICINES**

Everyone has read about concerns over antibiotic resistance which threaten our opportunity to treat human disease. There is always speculation that the use of antibiotics in veterinary medicine, especially with farm animals, adds to the problem. The industry must use these valuable medicines responsibly and Red Tractor has always helped to demonstrate this. We updated our requirements on this topic.

**VERMIN CONTROL**

Similarly the industry is in danger of losing access to important rodenticides. Critics say that birds of prey and other species that are not the intended target are being killed by careless use. Again Red Tractor can help to demonstrate responsible use and standards were amended to match the Code of Practice produced by the Campaign for Responsible Rodenticide Use. This includes recording dates that bait is laid down, bait points are inspected and bait replenished.

**FARM WORKERS**

Competent staff are important to a well-run business. Our standards on staff and contractors were also refreshed and now require all new staff to receive an induction before starting work. Farmers using labour providers must ensure that Gangmasters Licences are held where necessary.

**PLAIN ENGLISH**

If the technical changes were modest there was a major change in presentation. We completely re-wrote every standard to make sure that they are shorter, sharper and easy to understand by everyone who has to use them. We reduced the number of pages in some manuals by more than 50% and these improvements in presentation have been very well received.
WHAT CHANGED?

Version 3 of the standards included a few important changes for this sector: We have improved traceability up and down the supply chain by upgrading the recording of the point of first tip of grain.

We have a new standard to help growers to avoid contamination of grain with CIPC. This is a sprout suppressant used on potatoes but not authorised for use on grain. Storing grain in facilities previously used to store CIPC treated potatoes can mean that grain becomes contaminated with an illegal CIPC residue. Growers must assess all permanent and temporary storage for risks of CIPC.

Red Tractor has worked with AHDB Cereals and Oilseeds to produce a practical mycotoxin risk assessment. Mycotoxins are produced by fungi and are hazardous to human and animal health. Processors will test for mycotoxins but if illegal levels are found it cannot be rectified and the grain will be rejected. The new risk assessment should prevent problems before they occur.

WHAT’S GOOD

Generally, compliance to standards of food safety and environment protection is good.

COULD DO BETTER

Most members comply but a minority could improve on the following points:

- Holding valid maintenance certificates for sprayers all year round.
- Sprayer operators maintaining registration with NROSO.
- Following an integrated pest management plan.
- Completing risk assessments for CIPC and mycotoxins.
- Record keeping, including:
  - Recording the calibration of equipment.
  - Recording the monitoring of temperature and moisture content of grain.
  - Recording the point of first tip for grain.
  - Notifying authorities of fertiliser storage.
- Using a fire-resistant pesticide store.

FOCUS FOR 2015–16

The timing of the assessors visit will dictate what there is to see on a farm growing Combinable Crops or Sugar Beet. In future the annual visit should take place after harvest at least every second year.
We have 2,470 Fresh Produce assured members, representing an average of 75% of UK crops.

“The new structure of the standards is a vast improvement meaning the assessment itself was laid out much more logically, making it easier to follow both when I was preparing for and during the audit”
– Matthew Rawson, Assured Farmer.

WHAT CHANGED?

Previously we had several standards requiring risk assessments. We have now consolidated these into a single Risk Assessment.

A number of food poisoning incidents (mostly outside of the UK) have been linked to fresh produce. Often they have involved produce imported from even further afield. But as a precaution we have increased the emphasis on food safety. We have better staff hygiene policies and procedures for reporting infectious diseases.

We have better controls on cutting blades to reduce the chance of them being found in food.

Version 3 of the Fresh Produce standards included a few changes.

In Operation

What’s Good
Compliance to general food safety and hygiene standards, health and safety, and worker welfare.

Could Do Better
Most members comply but a minority could improve on the following points:
– Holding valid maintenance certificates for sprayers all year round.
– Sprayer operators maintaining registration with NROSO.
– Labelling buildings where potatoes have been stored and treated with CIPC to avoid risks to other crops.
– Having sufficient numbers of first-aid-trained staff on farm.

Specific Crop Modules
Uniquely our Fresh Produce standard is supported by more than 50 crop specific modules for all types of crop from apples to courgettes. These set out best practice guidance for every crop and include some additional crop specific standards. After making the main standards more user friendly we have now revised the layout of every one of these modules. They will be available later in 2015.

Focus for 2015–16
Fresh produce is often packed on farm and many packhouses are certified against the BRC Global Standard for Food. We are reviewing how the two assessments fit together to avoid duplication but also to avoid the risk of falling between two stools. Our training programme includes specific instruction in this area.

There is more work to do on microbiological food safety especially for crops that are eaten without any processing such as salads. We are reviewing our risk categorisation of crops and the microbiological testing.
“Well-maintained hygienic milking facilities are essential in producing safe, quality milk. For us it is important that Red Tractor assessors are out, on farm ensuring facilities are up to scratch and ensuring any issues are rectified.”

– June Ricketts, Müller Wiseman Dairies.

We have 11,435 Dairy assured members, representing 95% of all the litres produced in Britain.

Version 3 of the Dairy farm standards enhanced the following points:

To reduce the risk of milk temperature fluctuations milk cooling systems must be maintained by a professional refrigeration engineer.

We closed a small gap in the assurance chain by requiring minerals, milk replacers etc. to come from a certified supplier.

We have worked with AHDB Dairy, Defra and others to review the use of dried manure solids as cattle bedding. We included new standards to help ensure that all bedding materials are safe, suitable and legal.

To further encourage the responsible use of antibiotics we now require a periodic review of medicine and antibiotic usage by a veterinarian.

In Operation

What’s Good
Generally there is good compliance to health, welfare, and feed standards.

Could Do Better
Most members comply but a minority could improve on the following points:

– Making a periodic review of herd health and performance by:
  – Collating key data.
  – Involving a vet to review the information and livestock, and recommend action plans.
  – Keeping records, especially those related to bulk tank servicing and maintaining a complete medicine record.
  – Keeping up to date with their annual milking machine test. The test is important to check for malfunctions that could cause udder damage.
  – Keeping their milk production area (dairy and parlour) well maintained.
  – Keeping the livestock housing environment well-maintained with sufficient bedding.

Welfare Outcome Measures
‘Welfare outcomes’ measures are a more objective way of measuring the welfare of livestock and were introduced into the Red Tractor Dairy scheme in 2013. So 2014 was the first full year that this approach has been used by assessors and it is proving to be a useful tool that allows assessors to talk to farmers about the condition of their cows.

During this period we have seen an increase in non-conformances related to housing construction. The hope was that if assessors saw evidence of lesions etc. in their outcome assessments they might look more closely for defects in the housing and facilities that otherwise could be overlooked. This is proving to be the case.

Focus for 2015–16
Our focus in recent years has quite rightly been on animal welfare and this must remain a priority for assessors. But we are now also turning a focus on the milk production area to ensure that hygiene standards are met.
We have 24,090 Beef & Lamb assured members, representing 82% of finished cattle and 65% of finished sheep.

“Many farmers see record keeping as a burden, but recording losses and having a documented review of them enables farmers to keep a track of whether improvements really have been made. We support Red Tractor’s move to requiring all Beef and Lamb members to do this.”
— Phil Hambling, Sainsbury’s

Changes were made in Version 3 of the Beef and Lamb farm standards.

Farms using veterinary medicines must have an annual veterinary visit to help promote responsible use.

We have enhanced the livestock health and performance information that must be reviewed to identify recurring issues. Producers must develop action plans to improve health and welfare.

Producers must keep records when waste materials (e.g. paper, woodchip) are used as bedding. This allows us to ensure that materials used are safe, suitable and legal.

We upgraded feed and water provision for artificially reared calves and lambs.

WHAT CHANGED?

What’s Good
There is good compliance in health and welfare standards for both beef and lamb.

Could Do Better
Most members comply but a minority could improve on the following points:
- Having biosecurity equipment available.
- Ensuring all sheep are correctly identified with complete traceability documents.
- Keeping better records e.g. for medicines, use of PPPs and waste disposal. Many of these are legal requirements.
- Having a comprehensive and up-to-date herd/flock health plan.
- Keeping a manure management plan, and keeping it up-to-date.
- Keeping evidence that all hauliers used for lambs are assured.

Welfare Outcomes
In 2015 the technical advisory committee began to learn more about the potential for welfare outcome scoring of cattle and sheep. This was done with the AssureWel project with which Red Tractor has also worked in the pigs and dairy sectors.

Focus for 2015–16
Early 2015 saw an industry-wide consultation on moving towards whole life assurance for beef. This proved controversial with some but we will have to assess the feedback and next steps during the year.

We will also work with assessors to check the welfare of more stock and also to encourage farmers to review the health and performance of their herds/flocks.
We have 2,059 Pig assured members, representing 85% of UK pigs at slaughter.

“As a pig producer Red Tractor is key for me to demonstrate to my customers that I am meeting their required standards. The standards revisions made in October show that the scheme is robust and up to date, covering key industry reputational risks. The new manuals are now much easier to follow and to understand what is required.”

– Richard Lister, Pig Producer and NPA Chairman

To close some small loopholes in the assurance chain, cereals and unprocessed vegetables must come from assured farms and mineral blocks and milk replacers must come from UFAS suppliers.

Members must obtain semen from assured farms and keep records of breeding stock and semen suppliers.

Structural requirements for feed stores were further upgraded.

For biosecurity, pigs that are taken to a show must move directly to slaughter after the show.

Key changes were introduced in Version 3.

To close some small loopholes in the assurance chain, cereals and unprocessed vegetables must come from assured farms and mineral blocks and milk replacers must come from UFAS suppliers.

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Structural requirements for feed stores were further upgraded.

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WHAT CHANGED?

What’s Good

Generally there is good compliance in health and welfare, and responsible use of medicines.

Could Do Better

Most members comply but a minority could improve on the following points:

– Completing Real Welfare assessments.
– Better maintained housing to prevent injury to livestock.
– Precise slat and slot width requirements in housing.
– Having a completed veterinary health plan available for assessment.
– Ditto quarterly veterinary reports
– Keeping the bin for fallen stock locked.
– Effective staff training for dealing with ‘hospital pigs’
– Providing permanent access to environmental enrichment.

Focus for 2015–16

Biosecurity remains a focus of the pig industry due to the effect it has on pig health and welfare. We are also working with AHDB Pork to continue to refine Real Welfare assessments.

In Operation

Projects for 2014-15

Uniquely in addition to the annual CB assessment pig farms also submit a Quarterly Vet Report (QVR). We are working to improve the QVR form to ensure that it achieves our objective.
POULTRY

STANDARDS REVIEW

We have 1,097 UK Broiler assured members, representing 90% of broiler production.

“With the focus on the biosecurity measures needed to help tackle campylobacter, it’s great to see Red Tractor roll out a set of practical standards across all their chicken farms. These standards form a great foundation for the industry to work on and improve”

– Muhammed Maliki, Moy Park

POULTRY

In Operation

Version 3 of the standards included the following enhancements.

What Changed?

What’s Good

Generally there is good compliance in health and welfare, and responsible use of medicines.

Could Do Better

Most members comply but a minority could improve on the following points:

– Monitoring and recording of flock health performance.
– Management of vermin control
– Biosecurity
– Housing issues, especially:
  – Maintenance
  – Careful planning of stocking density
  – Monitoring ventilation

Focus for 2015–16

Assessors are being asked to focus more on biosecurity controls and spend more time talking to staff and observing their routines. We are also working with the AssureWel team regarding their project on welfare outcomes in broilers.

In response to concerns over Campylobacter we have increased focus on farm biosecurity. Previously we had some more general standards. These have now been expanded into many, more specific, requirements.

Following the theme of responsible use of medicines we have:

– Put restrictions on particular types of antibiotics being used.
– Added a requirement to review and identify trends in the use of antibiotics on every farm

Staff training is further upgraded around the “Poultry Passport”. This is the standard for training and competence used across the UK poultry industry.
Red Tractor also operates schemes for livestock transport, livestock markets and collection centres, and meat processing. Now that the Version 3 farm standards have been issued we will review all the post-farm gate standards to come into effect in 2016. This will include working closely with the British Meat Processors Association to ensure consistency with their BQAP scheme.

“Keeping the Red Tractor standards up-to-date and relevant is important throughout the supply chain – from farm, to shop and through to the consumer”
– Will Jackson, Agriculture Development Manager, Co-Op

SUPPORTING AND WORKING WITH OUR SCHEME MEMBER FARMERS

Farmers are at the core of our business. Everything we do is geared to retaining farmers’ confidence in the scheme and helping them to comply with the standards. So communicating with our farmer members is vital to us. Our focus over the last year has been in four key areas:

Re-enforcing benefits of Red Tractor Assurance with support from Massey Ferguson we produced a specific leaflet on benefits aimed at farmer members. Copies were available via assessors, auction markets and NFU stands at county shows.

Simplifying the technical areas of our website so information is easier to find. Tools and services to help members were updated, particularly pre-assessment checklists and templates for all records.

Communicating what changed in Version 3 standards to ensure that our members understood the changes we sent everyone a membership pack containing all the information and standards relevant for their business. This included a short summary leaflet explaining ‘What Has Changed’, why and the benefits to the farm business together with a simple checklist to help them. A leaflet explaining how the scheme works incorporating the membership rules was also included.

Red Tractor logo promotion we sent all farmer members a booklet explaining all the marketing activity work being done on their behalf to promote Red Tractor food to shoppers.

We also try to communicate with members through the farming press and our staff attended a wide range of agricultural events including Discover AGCO, Beef Event, Cereals Event, Suffolk Show, Fruit Focus, Sheep SW, National Sheep Event, Livestock Event, Beef SW, SW Dairy Event and the NFU Conference. We also work closely with industry bodies such as AHDB, farming unions, BPC, AIC and Dairy UK who have supported RTA by circulating information through their communication channels.
Checking the integrity of Food Labels

The Red Tractor logo is fixed to tens of millions of food packs every year and it is vital to us that it is only applied to the correct products. From the launch of the logo 15 years ago we have only allowed the logo to be used under license. One of the license conditions is that we can have access to packing plants to check how it is being used. We have improved this system of checks gradually over the years and we now believe that our system is as good as any and better than most.

We contract the Certification Company ‘Acoura’ to carry out this work for us and their auditors visit hundreds of our licensees every year. We select sites for audit on the basis of risk assessments. A handpicked team of Acoura auditors will select samples of Red Tractor products produced in the plant and will challenge the packers system to demonstrate traceability to Red Tractor assured farms. Many traceability systems are content to trace back one step in the supply chain; we look for trace back to Red Tractor farms.

With the horsemeat scandal still only just over 2 years ago we are often surprised to find many processors or packers still working on trust and often word of mouth both within the plant and between traders. The standards we require of Red Tractor licensees are very clear and we believe that we are leading the way when it comes to the rigour of supply chain management.

“Acoura is delighted to be undertaking this vitally important work for Red Tractor. The independent verification of the use of the Red Tractor logo is key to reassuring the increasingly food-conscious consumer that the products they buy meet quality and provenance standards.”

– Tim Bailey, Managing Director, Acoura
The Red Tractor logo is recognised by over 65% of shoppers, making it one of the UK’s most well-known food assurance brands in the UK. A staggering 57% tell us the logo influences their food purchases.

TRUSTED MARK OF QUALITY ASSURANCE

Whilst research has shown that our logo is a trusted reference point for shoppers eager to know their food has been produced to a high standard, its continued success is down to growing awareness and understanding. Getting the message out to consumers about what the Red Tractor logo means, and why the standards are important, is essential if we are to increase the demand for Red Tractor assured products. This is the role of the Red Tractor Marketing and Communications team. Our aim is to encourage shoppers to choose Red Tractor products. We provide the communication platform that other organisations, retailers and foodservice operators use to promote their own Red Tractor credentials. By working with the food and farming industry and encouraging them to utilise Red Tractor in their consumer activity, we are able to magnify our collective investment and ensure our messages are seen by a much wider audience, more frequently to the benefit of all concerned.

Our aim as always is to support quality assured food and tell consumers what that means.
Making sure Red Tractor is top of mind when shoppers’ think of quality foods is a core objective of ours. We undertake an annual consumer activity plan to help achieve this.

In May 2014 we used the digital music service Spotify to advertise Red Tractor’s credentials. Our advert introduced six million targeted listeners to the Red Tractor name and what we stand for. They were then able to click directly through to our website, to learn more and sign up to our monthly newsletter.

Red Tractor Week, now in its fifth year, is a big part of our plan. It’s supported by the food industry and retailers alike and is an effective way to remind shoppers about the logo.

The 2014 event was our most successful yet. 25 million shoppers visited supermarkets where a Red Tractor promotion took place. Campaign coverage included over 200 national and local newspapers, magazines and radio stations. A further six million people were reached via social media. Most UK retailers got involved with in-store radio and advertising, posters, magazine features and social media activity. We also saw exceptional support from brands like KFC who supported with their own newspaper advertising.

Red Tractor ambassador, musician and cheese producer Alex James has played a key role in getting our message out to consumers. He featured in all of our major campaigns appearing on TV and radio interviews as well as writing about us in The Sun, and in his column in the Sunday Telegraph. Alex is wholeheartedly committed to promoting British agriculture and we are grateful for his continued support.

Alex is also part of the team behind The Big Feastival – a food and drink festival hosted on his farm in partnership with Jamie Oliver. Last summer we had a significant presence at the event, talking to the 50,000 visitors over the three days it runs for.
WORKING WITH RETAILERS AND BRANDS

The significant consumer awareness Red Tractor enjoys is in large part down to the support we receive. We are proud to say that most retailers and some of the UK’s most well-known food and restaurant brands use Red Tractor in their consumer messaging.

The presence of the on-pack logo and the promotional work they do make a significant contribution to telling the Red Tractor story. This can only be a good thing for farmers, the food industry and consumers.

One example is The Co-operative Group’s continued commitment to farmers, reinforced in its 2014 Born and Bred report. “At the heart of our pledge is a commitment to be open and honest about where the food we sell comes from and Red Tractor is a key tool in achieving this goal.” said Retail Chief Executive Steve Murrells.

2014 also saw a number of big-budget advertising campaigns featuring the Red Tractor logo. These included the restaurant chain KFC, West Country cheese manufacturer Cheeky Cow, Shredded Wheat, Debbie & Andrew’s sausages, and McCain. Their Red Tractor credentials add further substance to any quality and traceability credentials they want to communicate to consumer.

New names were welcomed to the Red Tractor logo family too, including: Harvester and Toby Carvery restaurants, Sunderland A.F.C., Watmuff & Beckett soups, Batchelors canned vegetables and Pork Farms pies.

THE YEAR AHEAD

2015 will see us continue to drive consumer awareness of the Red Tractor logo and what we stand for. Our mission is to encourage shoppers to choose Red Tractor assured products.

Some of the ways we’ll be looking to promote Red Tractor products over the next year include: increasing in-store advertising, developing new brand partners, organizing large-scale consumer-targeted activities and events, and raising awareness through ongoing social media campaigns.

For the first time we will also be focusing activity around BBQ season, a key sales period for the food industry. We will involve as many Red Tractor products and stakeholders as possible; from farms through to food packs.

Our aim as always is to support quality assured food and tell consumers what that means.
The Assured Food Standards (AFS) Board are a team of experts and academics covering the breadth of the food industry. The Board govern the running of the company and development of Red Tractor’s standards ensuring they’re well-informed and evolve with the latest industry needs and developments.

Andrew Blenkiron
Vice Chairman

Andrew joined the AFS board in March 2014. Previously, Andrew was a board member and technical advisor committee chairman of the AFS Beef and Lamb Sector board. Andrew is currently Estate Director of Euston Estate. The impressive 11,000 acre estate in Suffolk is home to a substantial and varied in-hand farming operation that extends to around 6,500 acres.

David Gregory
Chairman

David was appointed as chairman of the AFS board back on the 1st December 2009. With a wealth of experience, David has a food production background, working to create consumer-facing initiatives. Working for Marks and Spencer for over 25 years, David was the Director of Technology for the food division, which involved maintaining Marks and Spencer’s leading position for innovation.

David Clarke
CEO

David Clarke has an impressive background. Having trained as a microbiologist he began his career in a food testing laboratory and spent over 20 years working for the UK’s largest hotel and catering company, where he was responsible for food supply specification and quality assurance. He has been in charge of the Red Tractor brand since its beginnings in 2000.

David was appointed as chairman of the AFS board back on the 1st December 2009. With a wealth of experience, David has a food production background, working to create consumer-facing initiatives. Working for Marks and Spencer for over 25 years, David was the Director of Technology for the food division, which involved maintaining Marks and Spencer’s leading position for innovation.

Dr Louise Sutherland
Fresh Produce

Louise was appointed Chair for Fresh Produce in December 2012 and represents the interests of the Fresh Produce Industry on the AFS Board. Louise has a PhD in Plant Pathology from the University of Reading and has previously worked as Produce Technologist and Buyer for Marks & Spencer.

Mike Madders
Dairy

Mike is chairman of the Red Tractor Assured Dairy scheme which covers around 11,600 farms throughout the UK. He represents the dairy sector on the main Board of Assured Food Standards. He farms within a family partnership on a 900 acre, 260 cow mixed dairy and arable unit on the outskirts of Stafford in the West Midlands. Mike is a Nuffield Scholar and has held a number of positions at NFU local, regional and national level.

Laurence Matthews
Crops & Sugar Beet

Laurence was appointed Chairman of the Red Tractor Crops & Sugar Beet Board in 2014, after being a member of the board for the six previous years. Laurence farms 3200 acres in Surrey on the family farm. The farms grow a range of combinable crops, including wheat, barley, oilseed rape as well as maize and root crops. He also runs a beef fattening unit as well as a Suckler herd of Belted Galoways.

John was appointed RTA Beef and Lamb Sector Chairman back in December 2009. John’s enthusiasm for farming and his outstanding services to the sheep industry have been reflected in his array of awards. In 1988 the NSA presented him with the George Hedley Memorial Award. Two years later he received the Giovanni Marcora prize by the Italian Government for services to the European sheep industry.

Dr Louise Sutherland
Fresh Produce
Ted joined the board as the Chairman of the Red Tractor Poultry Scheme in 2010, bringing along his 45 years of experience in the poultry industry.

As former Chairman of the British Poultry Council, Ted has a valuable understanding and knowledge in handling UK Poultry issues, including legislation up to ministerial level. Ted also represents the industry on both a European and worldwide basis, working with AVEC and the International Poultry Council.

Mike was appointed to the AFS board and as Sector Chairman for pigs in November 2012, and shortly after that he was appointed chairman of AFS’ Communications and Marketing Committee.

Mike graduated from Magdalen College, Oxford with a degree in Classic and Modern Languages. From 1982 to 1995, Mike worked for pig genetics company, PIC, taking on various roles from Production Manager for the UK to Marketing Manager for Europe, before leaving to set up his own pig farming company.

Minette grew up living and working on-farm and in 1998 she secured a long-term Farm Business Tenancy. She built the business to over 300 head of stock, finishing Angus cattle for a major retailer. Minette has also diversified into horse livery and has converted a 17th century tithe barn into an events venue and catering business.

More recently Minette has worked to promote British food with ‘Ladies in Beef’ and the ‘Great British Beef Week’. She has been an NFU member from grassroots to County Chairman and in February 2014 she was elected Deputy President.

Peter joined the Assured Food Standards board as Independent Director of Animal Welfare in 2010. He has 34 years of experience as a veterinary surgeon, as well as expertise dealing with animal welfare and ethical issues, which are fundamental in delivering qualified and consistent Red Tractor standards in animal welfare. Peter was awarded an OBE in 2004 for services to the veterinary profession.

Andrew has worked in the poultry industry for 37 years in a career spanning accountancy, agricultural operations, sales, marketing and general management. Andrew became Managing Director of Grampian Food Group’s agricultural business in the UK and Thailand in 1997, before being appointed Managing Director of the primary poultry business.

Martyn showcases an extensive career in retail, bringing expert industry insight to the AFS board.

Martyn has held buying responsibility in a number of markets including Dairy, Fish, Poultry and Meat. He joined Morrisons in 1990 and has a proven track record in Trading, being appointed as Main Board Director for Trading in 2007.

Claire joined the Board in March 2014 as an independent director to represent consumer interests.

Claire is a consumer interests member of the Advisory Committee on Novel Foods and Processes and has recently been working across range of advisory roles, linked to consumer matters, including, a member of The Food Standards Agency’s Consumer Advisory Panel and a member representing consumer interests on the Current and Future Meat Controls Stakeholder Group.

Gerry joined the AFS Board in July 2011 and is a Graduate of Glasgow University as a Chartered Accountant. Gerry is currently Group Finance Director of First Milk, the UK’s largest dairy cooperative. Prior to this, Gerry was Group Finance Director of Robert Wiseman Dairies Plc.
The Red Tractor Team of 17 is smaller than most people think, yet our people have a wealth of knowledge and experience covering the entire food chain. The Assurance team, works flexibly across all sectors allowing individual skills to be used where they are needed most.

Our managers have been involved in Farm Assurance since its inception in the 1990s. They are supported by 7 team members, all passionate about the industry. Our marketing team bring experience from different organisations and sectors within the food and farming industry, and outside.

**Anita Roberts**  
Head of Assurance

Anita joined us in 2010 having spent 26 years in commercial technical roles in retail, latterly Tesco, where she spent 12 years. Anita’s whole career to date has been based around the formulation and implementation of strategy, policy and procedures. Anita has a passion for getting things right for the consumer.

Anita ensures a Technical Strategy is in place to protect the reputation and integrity of the Red Tractor brand and manages the team to deliver it.

**Elizabeth Kerrigan**  
Sector, Standards & Policy Manager

Liz is a farmer’s daughter and graduate of London University with BSc Hons Zoology. She joined the NFU as a graduate trainee and is now Red Tractor Sector, Standards and Policy Manager. Liz has been involved with the establishment of assurance schemes for crops, fresh produce and chickens since the late 1990s and took over responsibility for the pigs scheme in 2003.

Liz’s role is to manage sectors and standards reviews, and monitor emerging issues versus Red Tractor policy to protect the integrity and reputation of the scheme.

**Philippa Wiltshire**  
Sector, Communication & Management Information Manager

Philippa is a farmer’s daughter and has always been passionate about British agriculture studying Agri-Business Management at Newcastle University. One of the longest serving staff members involved in Red Tractor since it started back in 2000. Prior to that she worked for HGCA, was Chief Executive of FABBL and latterly Assured British Meat.

Philippa’s role is to ensure effective communication of the benefits of Red Tractor to scheme members and stakeholders, to manage the Red Tractor scheme databases and use management information to further improve what we do and to oversee the dairy, beef and lamb sectors.

**Emma Graves**  
Technical Manager

Emma joined Red Tractor from the Meat and Livestock Commission in 2009. Emma is a farmer’s daughter and a farmer’s wife and is actively involved on her husband’s suckler farm so she understands the need for standards that are practical for farmers and meet the needs of the customer. Emma has a degree in Agriculture from the University of Reading and also has a Postgraduate Diploma in Meat Science and Technology at the University of Bristol.

Emma is responsible for carrying out work on the standards, alongside each sector’s Technical Advisory Committee. She is also involved in the day to day running of the schemes and helping to deliver Red Tractor’s Technical Strategy.
Catherine Lehane
Technical Manager

Cath joined Red Tractor in 2012 from the British flour millers Trade Association, nabim. Prior to that she worked for a university based research group whose work was focused on nutrition. She graduated from the University of Leeds with an Animal Science degree.

Cath is responsible for carrying out work on the standards, alongside each sector’s Technical Advisory Committee. She is also involved in the day to day running of the schemes and helping to deliver Red Tractor’s Technical Strategy.

Kelly Garrod
Technical Manager - Licensing

Kelly joined in 2012 as the Technical Manager for Licensing. Kelly has six years’ experience in quality management within the meat industry, bringing with her a keen eye for detail together with the tenacity for ensuring things are correct.

Kelly manages the licensing of food companies wanting to use the Red Tractor logo. She ensures companies meet the required criteria and supports the ongoing Traceability Challenge that checks compliance.

Jess Sloss
Technical Manager

Jess joined us in 2013 after graduating from the Royal Agricultural University with a Postgraduate Diploma in Agriculture. Jess initially joined the team as Industry Communications Manager and moved to the role of Technical Manager in October 2014.

Jess is responsible for carrying out work on the standards, alongside each sector’s Technical Advisory Committee. She is also involved in the day to day running of the schemes and helping to deliver Red Tractor’s Technical Strategy.

Sarah Lock
Technical Executive

Sarah joined the team in 2013. She was brought up in a little village in Oxfordshire, and is a keen member of young farmers. Sarah gained a degree in English and Environmental Hazards but has always been passionate about the farming industry.

Sarah’s role is to deal with all the data Red Tractor receives across the sectors.

Hazel Cooper
Office Manager / Technical Assistant

Hazel started life in a farming family and she spent her early years travelling around the UK with her father as he transported livestock from farm to market, or abattoir. Hazel spent some years working for the British Standards Institute and prior to joining Red Tractor in 2002, had operated an international Consultancy and Training business, which focused on quality assurance, environmental management and laboratory accreditation.

Hazel’s job role is to manage the Stoneleigh office, providing support to the technical team, Sector Boards and Technical Advisory Committee, as well as managing queries about Red Tractor from members and the industry on a daily basis.

Sarah Lock
Technical Executive

Sarah joined the team in 2013. She was brought up in a little village in Oxfordshire, and is a keen member of young farmers. Sarah gained a degree in English and Environmental Hazards but has always been passionate about the farming industry.

Sarah’s role is to deal with all the data Red Tractor receives across the sectors.

Viv Twiselton
Office Manager / Technical Assistant

Viv joined the team in 2004 as a Technical Assistant, supporting the Scheme Manager of the Crops, Fresh Produce, Pigs and Poultry sectors.

Viv manages the RTA Cobham office, Sector Board, TAC and other meetings in addition to providing technical admin support for the RTA team and first line support for member queries.

Priya York
Accounts Assistant

Priya has been working with Red Tractor since February 2014. Joining as the Licensing Assistant.

Priya’s role is to assist Barry within the Accounts Team, whilst working towards an AAT Qualification.

Barry Cox
Financial Controller

Barry joined the company in 2004 as Financial Controller. During this period, he has seen significant change in the business. Prior to joining, he has used his accountancy qualification working in both small businesses and larger public companies.

Barry’s role is to provide day to day financial management of the business.
Richard Cattell
Head of Marketing & Communications

Richard joined Red Tractor Assurance in 2010 as Head of Communications & Marketing. He was previously Divisional Marketing Director for Compass UK & Ireland for the Sports, Leisure & Hospitality division, working across some of the UK’s best known entertainment venues including O2, Wimbledon, and Chelsea Football Club. Richard has managed well-known food and beverage brands including Mattesons, Walls, McCoys & KP Crisps as well as Red Bull, Sol and Tiger Beer and worked with some of the UK’s most iconic food businesses such as PepsiCo, DairyCrest, Heinz, Nestlé and Premier Foods.

Richard’s role is to ensure that a communications and consumer marketing strategy is in place to develop awareness and understanding of Red Tractor, and manages the team to deliver it.

Andy Thompson
Marketing Manager

Andy joined in March 2014. Previous marketing roles have included Tesco, Spar, T-Mobile and Sky TV. Andy also spent 10 years at Coca-Cola, latterly working as the Brand Manager of Appletiser and of Coke’s involvement in the London Olympic Games.

Andy’s role is ensuring the efficient and effective communication of the brand to customers and consumers, with a priority to drive awareness and understanding.

Dorota Czarnecka
Digital Marketing

Dorota joined us in November 2014. Previously, she worked as an Ecommerce Manager for brands such as Zippo Manufacturing Company and Wolford. She graduated with an English BA with Hons from London Metropolitan University, achieved CELTA qualification from University of Cambridge and holds CIM Diploma in Digital Marketing.

Dorota’s role is to deliver the consumer digital marketing strategy. She is also the face behind our growing social media platforms and the website management.

Merlin Williams
Group IT & Office Manager

Merlin has been with Red Tractor since 2007. Merlin previously held IT roles within both the NFU and central government where he worked with Cabinet Ministers and senior civil servants.

Merlin’s role is to manages our offices and IT.
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