



Dairy Export Programme

This agreement is made effective as of 30th January 2024. In this Agreement the Agriculture and Horticulture Development Board (referred as AHDB) is contracted to provide goods and services to the Department for Business and Trade (referred as DBT).

Background

The Dairy Export Programme, launched by the Minister for Exports, Lord Offord, on 9 Nov 2023 is a comprehensive package of support for the UK Dairy industry over three financial years (2023/24, 2024/25, 2025/26).

DBT has nominated the AHDB as their delivery partner for the Programme, due to their unique position as the levy board for the dairy sector, capabilities in trade promotion, and success record.

Therefore, the parties agree as follows: -

1) DESCRIPTION OF GOODS AND SERVICES:

AHDB will provide the following: -

Produce business-friendly guidance on how to export dairy products as samples and commercial orders to the EU.

A UK Dairy Export Proposition. The UK dairy industry has an excellent reputation internationally. However, to win more business in a globally competitive market, industry and HMG need to strengthen that reputation by presenting and showcasing the story behind the UK's exceptional dairy products, demonstrating why buyers should choose UK dairy above competitors. The Proposition will be an eye-catching and compelling promotional piece for overseas colleagues to engage with key buyers and distributors, with the objective of influencing them to make UK dairy their top buying choice. It will help industry; government and the overseas network cement the reputation of UK dairy thereby maintaining and build upon perceptions and increasing purchase intent. The proposition will be an essential tool for telling the story of why our dairy products stand above those of our competitors and is the foundation for all subsequent export promotion activity in the Dairy Export Programme. AHDB's role in developing the proposition is key: as the levy board AHDB can convene buy-in and input from dairy companies to ensure it is a true reflection of the UK's outstanding and varied dairy sector, weaving in a narrative of farm to processor.

Commence planning for the inward mission of buyers and UK Dairy Showcase. This is planned for September 2024, to be delivered by AHDB in partnership with DBT approved supplier Bray Leino. The UK Dairy Showcase is an inward trade mission convening international dairy buyers from target markets (EU, USA, Middle East and Asia) in the UK for a bespoke programme showcasing UK dairy farming and production methods as well as finished dairy products. By seeing the farm to fork journey first hand, buyers will be fully exposed to exceptional dairy products – why they should choose UK dairy above all others. A special buyer matching 'showcase' event will take place as part of the inward mission and will be the main opportunity to connect UK exporters with the buyers to begin commercial conversations, ultimately leading to export wins.

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The inward mission and showcase will be content heavy and require a great deal of planning, from influencing and recruiting the right buyers (with the help of webinars and the UK Dairy Export Proposition mentioned above), to curating the optimal programme. The programme will be tailored to meet the different buyer needs. The ideal timing for the inward mission/showcase would be September 2024, so as not to clash with other trade shows, therefore planning must start as soon as possible.

Resource onboarding overseas resource to raise the profile of UK dairy in priority markets.

With a financial contribution from DBT, AHDB will be able to draw on, flex and expand their expert staff resource in the UK and USA. Programme (the “how to” guide to exporting samples and commercial orders to the EU and the UK Dairy Proposition). This additional support will also enable the groundwork and planning for the inward mission and showcase.

AHDB will also be able to grow and expand essential expert resource overseas, which was another key ask from industry. Financial support towards in-market resource will mean the Programme can start providing quick results for UK companies, through in-market insights and buyers connections. This resource will also play a key role in buyer recruitment for the inward mission/showcase planned for September next year (providing they are in post with sufficient time). During the industry consultation sessions, businesses identified the USA as one of the top markets offering opportunities for increased UK dairy exports. AHDB are nearing the end of a lengthy process of recruitment and due diligence to onboard a part-time representative in the US to support AHDB dairy trade promotional activity. With a financial contribution from DBT, this can be made a full-time position with the additional time used to support the US-focussed work of the Dairy Export Programme e.g. identifying and influencing the right buyers to bring to the inward mission and showcase in the UK next June and to future market activity. DBT does not have sufficient resource in the US to deliver this without AHDB. A similar approach has been used previously for the seafood sector, and the overseas specialist resource recruited for that programme has already paid considerable dividends and provided an excellent return on investment. We aim to replicate this model for the Dairy Export Programme.

2) Terms of Reference

The Dairy Export Programme Steering Group (the Steering Group) provides oversight and advice on the delivery of the programme. It is supported by a Task and Finish Group to assist in its delivery (see **Annex A** for the Task and Finish Group ToR.).

Chair	Text Redacted (DBT)
Responsible SRO	Text Redacted (DBT)
Secretariat Support	AHDB
Last updated	Dec 2023

a) Objectives and Responsibilities

Members of the Steering Group will be responsible for:

- a.1 setting the strategic direction and outcomes of the export package, ensuring delivery within agreed boundaries.
- a.2 tracking critical projects, strategic risks, and high-level financial monitoring
- a.3 monitoring the performance of the programme against the planned objectives, return of investment and KPIs.
- a.4 reporting, monitoring, and evaluating the effectiveness of the programme.

- a.5 providing governance and accountability for the programme, making decisions on the prioritisation and re-prioritisation.
- a.6 reviewing planned activity, ensuring the viability and integrity of the Programme.
- a.7 considering the financial and commercial implications of activity

b) Meetings

b.1 Frequency of Meetings

The Steering Group will hold meetings quarterly, or at times that the Chair deems appropriate. The Chair may also hold additional Group meetings when necessary for the Group to fulfil its responsibilities effectively. Ahead of a Steering Group meeting the Chair will propose a draft agenda and members will have the opportunity to suggest other items for discussion.

b.2 Meeting Location

The meetings will be held virtually using MS Teams unless otherwise stated.

b.3 Agenda

Standing agenda items are as follows:

- Welcome
- Progress report on programme from Task and Finish Group
- Progress against deliverables/milestones
- Risks
- Budget expenditure
- Open floor (opportunity for input from members and any invited stakeholders)
- Stakeholder items if any

The Task & Finish Group will be required to put together a written progress report ahead of each meeting, which should be circulated by the Secretariat at least 2 working days before the meeting.

c) Meeting Roles and membership

c.1 Roles

Name/ Role Name	Role Description
Secretariat	<p>AHDB will provide the Secretariat to the Steering Group. The Secretariat will be responsible for the logistics of the Steering Group. This will include the coordination of meetings, managing agendas, commissioning of reports, and circulating all relevant information to attendees in advance of meetings.</p> <p>The Secretariat shall also be responsible for minuting the meeting and distributing the actions log no later than one week after the meeting has taken place.</p>
Chair	<p>The Steering Group will be chaired by a Senior Civil Servant in DBT (Text Redacted – Deputy Director, Trade, Agriculture Food and Drink).</p> <p>Senior Responsible Officer of the Project: Text Redacted</p>

c.2 Membership

Table of core/standing members:

Name	Representing	Role
Text Redacted	Chair	Deputy Director, International Fisheries Negotiations
Text Redacted	DBT	Head of Agri-Food and Drink Exports and Export Promotion
Text Redacted	DBT	International Markets Lead, the Americas; DIT Project Lead
Text Redacted	DBT	Food Industry Sector Specialist
Text Redacted	AHDB	International Trade Development Director
Text Redacted	AHDB	Head of International Trade Development, Dairy
Text Redacted	AHDB	Secretariat

With the agreement of the Chair, the Steering Group may also invite and call upon external experts for key discussions.

Project Governance

The Steering Group will be supported by a sub-group of members from a Task and Finish Group whose function is outlined in Annex A. A RACI matrix can be found in Annex B outlining key roles for the four key elements of the programme.

Project Closure

The Dairy Export Programme is one-off spend. The project will be closed formally by the Steering Group with lessons learned captured and shared.

3) PAYMENT FOR GOODS AND SERVICES:

DBT agrees to pay AHDB up to Text Redacted including VAT for delivery of the goods and services outlined above in the financial year of 2023/2024. DBT will only pay for goods and services fully delivered. AHDB will submit an invoice after the services have been delivered, with the final invoice submitted prior to end of 2023/24 financial year. The AHDB invoice(s) should include the Purchase Order number provided by DBT and a breakdown of deliverables and any other details that DBT reasonably requests. Payment will be made by BACS to the bank details provided on the AHDB invoice.

4) CANCELLATIONS:

If the goods and services are terminated by DBT, all payments incurred by AHDB are non-refundable, all outstanding payments due to date will be due immediately, and any payments due in the future are cancelled. Should any monies that AHDB have paid for items be recovered then it should be done so and repaid to DBT accordingly.

5) ENTIRE AGREEMENT:

This Agreement contains the entire agreement of the parties and there are no other promises or conditions in any other agreement whether oral or written. This Agreement supersedes any prior written or oral agreements between the parties.

6) AMENDMENT:

This Agreement may be modified or amended only if the amendment is made in writing and is signed by both parties.

7) SIGNED:

On behalf of the Department for Business and Trade

Text Redacted

Name Text Redacted

Position Commercial Lead

Date 26/2/2024

On behalf of the Agriculture and Horticulture Development Board

Text Redacted

Name: Text Redacted

Position: International
Trade Development Director

Date 30th January 2024

Annex A: Task and Finish Group to the Dairy Export Programme**Task and Finish Group to the Seafood Exports Support Steering Group****Terms of Reference**

Chair	Text Redacted - DBT Trade Promotion Lead
Secretariat Support	AHDB
Last updated	Dec 2023

1. Scope and Purpose

The Task and Finish Group is responsible for the delivery and implementation of the Exports Support Package, and reports to the Dairy Export Programme Steering Group (the Steering Group).

2. Objectives and Responsibilities

The Task and Finish Group will focus on delivery of the three types of activities, in line with Steering Group, to support expanding UK dairy exports to new markets.

- I. Education
- II. Showcase and missions.
- III. Resource

The Task and Finish Group provides the day-to-day direction of the programme of work.

Members of the Task and Finish will be responsible for:

- Driving the implementation and delivery of proposed activities
- Providing monthly progress updates
- Providing quarterly progress reports to the Steering Group*
- Reporting on any barriers
- Reviewing planned activity
- Alerting the Steering Group to significant risks and issues related to the delivery of the project activities.
- Taking responsibility for delivering any actions assigned to them by the Steering Group

*The Task & Finish Group will be required to put together a written progress report ahead of each quarterly meeting of the Steering Group, which should be circulated by the Secretariat and agreed by members at least 3 working days before the meeting.

3. Meetings

3.1 Frequency of Meetings

The Task & Finish Group will meet monthly or at times that the Chair deems appropriate to the needs of the project. Group meetings will focus on reporting back on deliverables and milestones of the key programme of activities.

3.2 Meeting Location

The meetings will be held virtually using MS Teams unless otherwise stated.

3.3 Agenda

Standing agenda items are as follows:

- Welcome
- Progress report on activities from project leads
- Progress against deliverables/milestones
- Risks
- AOB

3.4 Roles

Name/ Role Name	Role Description
Secretariat	AHDB will provide the Secretariat to the Task & Finish Group. The Secretariat will be responsible for the logistics of the Task and Finish Group. This will include the co-ordination of meetings, managing agendas and circulating all relevant information to attendees in advance of meetings. The Secretariat shall also be responsible for minuting the meeting and distributing the actions log no later than one week after the meeting has taken place.
Chair	The Task & Finish Group will be chaired by DBT Trade Promotion Lead, Text Redacted .

3.5 Membership

Representation is made from across DBT and AHDB:

Table of core members:

Name	Representing	Role
Text Redacted	DBT	Food and Drink, Dairy Lead

Text Redacted		International Markets Manager
Text Redacted	DBT	
Text Redacted	AHDB	Head of International Trade, Dairy
Text Redacted	AHDB	Food and Drink Agri Chain

Annex B: Responsible, Accountable, Consulted, and Informed (RACI) matrix for the Dairy Export Programme.

This RACI matrix maps out the tasks, milestones or key decisions involved in delivering Dairy Export Programme. It assigns which roles are Responsible for each action item, which personnel are Accountable, and, where appropriate, who needs to be Consulted or Informed:

Task/Deliverable	DBT	AHDB	Dairy Export Taskforce	Defra (GREAT)
Education				
<i>Example - Pavilion structure</i>	R	A	C	C
<i>Example - All GREAT branded assets (graphics and collateral)</i>	R	C	A R	C
<i>UK exporter tailored webinar series on markets, culture, market access.</i>	A	R	C I	
<i>Buyer tailored series on UK dairy</i>	A	R	I	
<i>EU logistic paper</i>	A	R	I	I

<i>UK USP series</i>	A	R	C I	I
UK and overseas resource				
Onboarding of UK resource	C	AR	I	
Onboarding of Overseas resource	C	AR	I	
Management of resource, including deliverable	C	AR	I	I
UK Showcase				
Development of timeline	A	R		I
Raising visibility of overseas network, regions and nations	A	R	I	I

Legend:

- **Responsible:** The party(s) responsible for actually doing the work in order to complete the tasks and project.
- **Accountable:** The *Accountable* party has the ultimate deciding vote when it comes to approvals and moving forward with a task and project. There is only one accountable party for each task and they are highlighted in the table.
- **Consulted:** Consulted party(s) provide input on tasks and deliverables.
- **Informed:** The Informed party(s) simply needs to be kept in the loop regarding the tasks and project.