

## TERMS OF REFERENCE INDUSTRY AFFAIRS STEERING GROUP (IASG) October 2019

### Background

In December 2018, the RMAC Board and Members Forum determined that a whole-of-industry industry affairs strategy was required in relation to:

- Animal welfare across the supply chain;
- Red meat and its role in food and nutrition;
- The environmental impact of red meat production and consumption across the supply chain; and
- Other key issues identified as needed or through ongoing monitoring and intelligence.

The red meat service providers (AMPC, LiveCorp and Meat + Livestock Australia) were tasked with resourcing and developing an Industry Affairs Services Unit (IASU) in 2019.

A skills-based and industry-led Steering Group (IASG) to provide strategic advice and recommendations to the Red Meat Advisory Council (RMAC) and the IA Services Unit has been appointed by RMAC to lead this process, and play a key role in influencing the vision identified for the industry through Red Meat 2030.

### Red Meat 2030

Red Meat 2030 is the whole of industry vision and strategy that aims to *double the value of Australian red meat sales as the trusted source of the highest quality protein*, supported by six priority areas of: Our People, Our Customers, Consumers + Community, Our Livestock, Our Environment, Our Markets and our Industry Systems. The IASG should work to overall support and deliver Red Meat 2030.

### Scope

The IASG will be responsible for the implementation of an industry affairs strategy for animal welfare, red meat and public health, environmental impact and other agreed identified in Red Meat 2030 (formerly: Meat Industry Strategic Plan 2030).

The IASG will:

### Ongoing

1. Develop an annual Red Meat 2030 industry affairs strategy for the approval of RMAC
2. Execute the RMAC approved industry affairs strategy on an annual basis
3. Provide support and advice to RMAC on agreed policy and industry positions within the three priority areas of animal welfare, red meat and nutrition and environmental impact
4. Apply agreed to Governance Principles in all aspects of decision making
5. Provide advice to RMAC on the development of a monitoring and evaluation framework for the IAU, and review quarterly evaluations

*As needed*

6. Provide short- and long-term strategic counsel and support on issues and crisis management as requested by RMAC
7. Provide advice and proposed handling tactics on key new emerging factors impacting Australia’s 82,500 red meat and livestock businesses

**Meetings**

The IASG will meet face-to-face quarterly and provide a recommendations report to RMAC subsequent to each meeting against their scope.

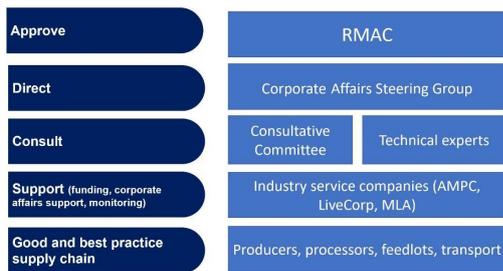
Phone or Zoom meetings will be help on an ad hoc basis or as the need arises.

**Funding and expenses**

The IASG will be funded by Meat + Livestock Australia with steering group members reimbursed for economy airfares, reasonable travel expenses and sitting fees provided.

**IASG Governance**

*(approved by RMAC 11 October 2019)*



**IASG Membership**

IASG is an industry-led and skills-based committee appointed by RMAC, and the inaugural IASG are –

Expertise	Candidate	Region
Independent Chair	Charles de Feegly	Victoria
Corporate Affairs Professional	Stacey Wordsworth	Queensland
Sheep production	Bindi Murray	Western Australia
Grass fed cattle	Alice Greenup	Queensland
Grain fed cattle and feedlots	Barb Madden	Darling Downs
Livestock export	Greg Pankhurst	Indonesia
Processing and retail	Tom Maguire	National

**IASG Principles**

Together, we will double the value of Australian red meat sales as the trusted source of the highest quality protein



Materiality	Relevance	Practicability	Reputation	Transparency
The issue or crisis will have, or is likely to have, a significant financial or social licence to operate impact on the Industry, as well as its customers, stakeholders, and regulators.	The issue or crisis is relevant to the whole industry and is not confined to a single sector, and therefore requires an industry proactivity or response.	It is realistic for the Industry in Australia to manage the issue or crisis, including being able to influence outcomes.	The issue or crisis has, or is likely to have a negative impact on the Industry's reputation and the standing of red meat as a food, or can be managed to neutralise impact, or generate reputational capital.	The issue or crisis can be managed transparently, drawing on an evidence base, to protect or extend social licence.

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