

Red Meat Industry

Marketing & Communications Taskforce (RM2030 and MLA Strategy Pillars: Customer, Consumer, Community, Markets) Terms of Reference

1. Purpose

The Marketing and Communications Taskforce (**Taskforce**) has been established by Meat & Livestock Australia (MLA) to provide advice to MLA in relation to the strategic direction and operations of a wide range of programs (**Programs**) including: Market reporting, market insights, demand drivers, red meat and livestock projections, domestic and international marketing, market access (strategy, resourcing and processes only, as operational elements are covered via other forums) and communications.

This Terms of Reference sets out the terms of the Taskforce, its role, members' responsibilities, and the overall governance of the Taskforce.

2. Role and responsibilities

The role and responsibilities of the Taskforce is to provide advice and recommendations to MLA on:

- a) **Strategies and operational plans:** Provide advice on the strategic direction and prioritisation of MLA Programs.
- b) **Commercial Issues:** Provide advice on how to overcome commercial issues that pose a risk to the adoption and compliance of the Programs.
- c) **Evaluation:** Monitor Program key performance indicators.
- d) **Peak Industry Council communication:** Keep Peak Industry Council members informed about the Programs' strategy and outcomes.
- e) **Industry communication:** Ensure that the Programs' communication is consistent, targeted and effective.

Content developed by MLA staff for the taskforce will include latest results of relevant programs, and material relevant to future decision making on key priorities, budgets and program settings.

3. Membership

The Taskforce will be chaired by MLA's Managing Director or delegated General Manager and will include the following member organisations (**members**):

- Australian Livestock Exporters' Council (ALEC)
- Australian Lot Feeders' Association (ALFA)
- Australian Meat Industry Council (AMIC)
- Cattle Australia (CA)
- Goat Industry Council of Australia (GICA)
- Sheep Producers Australia (SPA)

- Meat & Livestock Australia staff (in an advisory capacity)

Members of the Taskforce be entitled to nominate one (1) representative (**delegate**) to participate on the Taskforce, along with the CEO. Delegates of the taskforce members must be an elected representative of that organisation.

In the event that the nominated delegate is unable to attend a meeting, an alternate delegate may be put forward by the member to act on their behalf. The alternate delegate must have the authority and ability to make informed decisions on behalf of the member.

MLA may appoint six (6) delegates to the Taskforce in an advisory capacity. MLA will provide the Taskforce Secretariat.

Revisions to the Taskforce membership will be determined by MLA, in consultation with members. Other guests or observers may attend upon approval by MLA in consultation with the Taskforce.

4. Secretariat and resourcing

MLA will act as Secretariat to the Taskforce, with this role to be performed by an experienced representative of MLA.

The Role of the Secretariat will be to:

- Prepare meeting agendas, papers, reports and meeting minutes
- Provide well researched, complete, accurate and meaningful information in a timely manner to the members
- Give members reasonable time to consult with stakeholders in order to make key decisions
- Conduct an induction with new delegates appointed to the Taskforce

MLA will provide adequate resourcing of the Taskforce including:

- Provision of Taskforce Secretariat services
- Venue for meetings and catering
- Teleconference and videoconference facilities as required

5. Role of individual Taskforce delegates

The role of individual Taskforce delegates includes:

- Understand the strategic and operational needs of MLA's Programs and the challenges involved in delivery
- Appreciate and respect the need for all value chain members to have input into the strategic direction and technical operations of MLA Programs with decisions based on whole of value chain benefits
- Being fully prepared for each meeting, having read the documentation in advance
- Making every reasonable effort to attend each meeting
- Consulting with their stakeholders in advance of each meeting
- Being equipped and capable of working through issues and solutions
- Report confidentially on the focus areas and outcomes from each meeting to the individual stakeholders whom the Taskforce member represents
- Having the authorisation to make decisions on behalf of the member

- Be prepared to lead and support MLA with communication and media releases relating to initiatives that arise from the Taskforce
- Use the Taskforce as a platform for discussion and solutions on any issues raised by members around MLA Program issues.
- To be mindful that the role of the Taskforce is to provide advice. Ultimately any significant decisions impacting on the MLA strategies must be made by the MLA Board.

6. Code of conduct

In performing the duties and responsibilities of the Taskforce, delegates will:

- Act in the best interests of the industry
- Have a duty of care and diligence in fulfilling their functions
- Treat all fellow stakeholders with courtesy and respect
- Be open and honest during discussions
- Work constructively with all members and delegates towards achieving consensus on decisions
- Not make improper use of information acquired as a member, delegate or observer of the Taskforce

7. Agenda items, minutes and papers

Meetings will be conducted based on an agenda. At each meeting the status of matters to be addressed by the Taskforce will be reported by MLA in its role as Secretariat. All agenda items and relevant attachments must be forwarded to the Taskforce Chair ten (10) working days prior to the next scheduled meeting. The Taskforce agenda, with attached papers, will be distributed electronically to the Taskforce at least seven (7) working days prior to the next scheduled meeting.

8. Meetings

The Taskforce will conduct three (3) meetings per year and more frequently as required.

- Before end of April: Strategic Planning meeting
- Before end of August: Annual review/Activity Planning meeting
- Before end of December: Mid-year Planning meeting

When formulating advice to MLA, the Taskforce will ensure that the views of all members will be sought and respected on the matters under review, and that where decisions are taken, they will be by consensus.

Meetings may be convened face to face, by teleconference, videoconference and via methods otherwise determined by MLA.

9. Conflict of interest

The process for reporting and managing 'conflicts of interest' will be emphasised at meetings. All delegates of the Taskforce should identify and declare any actual or potential conflicts of interest affecting them, including conflicting loyalties which may arise at any time throughout their involvement with the Taskforce. Any declarations should be reported in the Minutes. A conflict of interest register will be maintained and reviewed at each meeting.

10. Dismissal

Delegates who are absent without notification to the Chair from two successive meetings will be deemed to have resigned from the Taskforce. Where a Taskforce delegates' conduct is considered to be inappropriate or they do not follow the Taskforce Terms of Reference, the Chair or Taskforce may recommend that delegate be dismissed from the Taskforce and a replacement appointed.

11. Reporting, public announcements and media

The Taskforce provides advice to MLA. MLA will provide the Taskforce with feedback on decisions taken in relation to the advice provided by the Taskforce. Where advice cannot be accepted by the MLA Board, rationale for not accepting this advice will be provided by the MLA to the Taskforce.

When providing any advice or recommendation in accordance with these Terms of Reference, the Taskforce will:

- a) provide information and material substantiating the advice or recommendation; and
- b) provide any other information requested by MLA.

Taskforce members and their delegates shall not report opinions expressed in meetings, nor shall they independently report on Taskforce actions in the public arena or to the media. Should opportunities arise for more public announcements, Taskforce members and their delegates must seek approval from the Chair before making such announcements.

12. Term of the Taskforce

The term of the Taskforce is on-going unless otherwise determined by MLA. A review of the Taskforce will be conducted by MLA every two (2) years, in consultation with members and observers.

13. Review

MLA may review these Terms of Reference from time to time to keep them up to date and consistent with the Taskforce's role and advice that may be provided by the Taskforce

Updated: August 2024