

# final report

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## **Review and Revision of Terms of Reference for MSA Committees**

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## **1. Introduction**

This report builds on the review of Meat Standards Australia (MSA) governance structures (B.SBP.0113). The results of the B.SBP.0113 project were presented to Pathways in December 2013 and considerable feedback was provided, which has been taken into account in this Report.

This report provides revised Terms of Reference (TOR) for key MSA governance committees, including Pathways, Beef Taskforce and the MSA Sheepmeat Working Group. Revised TOR's are provided for each of these committees under the existing (separate) MSA arrangements for beef and sheepmeat. They have also been drafted for MSA governance arrangements should it be decided that the scientific peer review process for beef and sheepmeat be merged at some stage in the future.

## **2. Review objectives**

The objectives of this review were to:

1. Revise TOR's for the three committees under existing MSA governance arrangements
2. Develop appropriate structures and relevant TORs for governance arrangements were the MSA review process for beef and sheepmeat to be merged.
3. To present the draft TOR's to MLA senior management and members of Pathways and potentially Taskforce for review and refinement
4. To present finalised TORs for MSA governance arrangements to MLA

This report has two primary sections:

- Revised governance arrangements for beef and sheepmeat – structures remain the same but relevant Terms of Reference are revised and aligned (Section 3)
- Merged technical peer review governance arrangements for beef and sheepmeat – both governance structures and Terms of Reference are revised and aligned (Section 4)

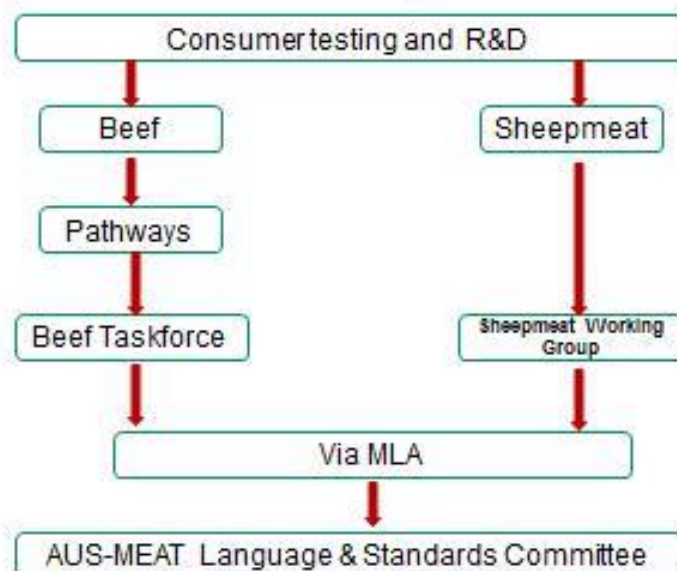
Current governance arrangements for beef and sheepmeat, both structure and existing Terms of Reference are listed in Appendix 1. In developing these new TOR's, consideration was taken of other similar MLA committees (see Appendix 2 for Sheep Genetics Technical Committee).

## **3. MSA governance – new terms of reference for beef & sheepmeat**

The following revised Terms of Reference are provided for each of the existing MSA governance structures (which remain the same as depicted below and in Appendix 1).



## MSA governance arrangements - current



To correctly 'position' MLA's governance processes for the MSA program, an appropriate introduction is needed (as drafted below).

### 3.1 Introduction to MSA Governance Arrangements

MLA operates several science and industry consultative groups to oversee and assist with the direction of MLA's strategies and programs. These groups are key interfaces between MLA and industry and the scientific community and ensure that MLA's programs are robust and credible and seek outcomes that are relevant to and valued by industry.

The Meat Standards Australia (MSA) grading system is central to the Australian red meat industry's eating quality program - more closely meeting consumers' eating quality expectations is a strong demand driver.

Because of the importance of the program in building demand for beef and sheepmeat, a series of governance arrangements has been put in place to help ensure that the program consistently meets consumer and industry expectations. These arrangements especially build on the MSA principles of:

- Consumer eating quality satisfaction is the key driver of the MSA program;
- The MSA system is based on sound science; and
- Integrity is critical to the credibility of the MSA system.

### 3.2 Pathways (Beef) – Revised Terms of Reference

#### Introduction

The scientific credibility and integrity of the MSA model is of paramount importance to the program. The primary role of **Pathways (Beef)** will be to, amongst other things, peer review the latest results from meat

eating quality R&D and consumer testing, and recommend changes to the model which maintains that credibility and integrity. The committee also plays a central role in ensuring that research and development (R&D) is undertaken to optimise the opportunity for the beef industry to base product description, grading, branding and marketing on consumer eating quality standards.

### **Terms of reference**

The role of the ***Pathways (Beef)*** will be to:

1. Develop, document and endorse protocols for consumer testing procedures;
2. Monitor consumer sensory response and ensure standards reflect consumer preferences;
3. Provide recommendations to MLA and the MSA Beef Taskforce on research priorities and methodologies to further the development of eating quality knowledge and expanded application of the model;
4. Recommend R&D projects that address these priorities to MLA;
5. Maintain the scientific credibility and integrity of the MSA model by peer review of the latest results from meat eating quality R&D and consumer testing;
6. Oversee and recommend amendments to the model to MLA and AUS-MEAT via the MSA Beef Taskforce, to ensure the model is based on the best available scientific evidence to accurately reflect consumer eating quality standards;
7. Monitor advances in international eating quality R&D;
8. Provide communication advice to stakeholders in relation to new research findings and MSA model improvements; and
9. Present results at scientific forums and to journals as appropriate.

### **Membership**

***Pathways (Beef)*** members will be chosen for their scientific expertise. At all meetings, members will express views that represent the science community, not their own organisations (employer).

- Committee membership shall include current members in the first instance;
- Changes to committee membership shall be recommended by the committee to MLA and MLA will appoint committee members;
- The committee Chair shall be recommended by the committee from its members and MLA will appoint the Chair;
- Committee membership and chairmanship shall be reviewed every two years by the committee, at which time succession planning will be carefully considered. The performance of, and processes for, the committee will similarly be evaluated every 2 years. A report will be provided to MLA;
- The committee may invite other technical advisors and/or international scientists to participate in committee deliberations; and
- MLA may at its discretion have MLA policy/technical staff attend committee meetings and partake in discussions. MLA staff will be non-voting members. AMPC will have a similar opportunity.

For all new members, a simple 'induction kit' (predominately a pack of relevant background documents) will be provided prior to attending their first meeting.

There is no set tenure for members.

#### **Reporting, decision making and communication**

- The Chair shall report to MLA via the Manager, Meat Eating Quality R&D;
- Committee decisions are made by consensus with six members required for a quorum;
- When advising changes to the MSA grading model, any dissenting views of committee members shall be documented and included with the advice to MLA and the Taskforce;
- To ensure integrity of the MSA grading model, no changes shall be made other than those explicitly advised by the committee;
- The committee Chair or alternate nominated by the committee shall attend Task Force meetings when changes to the MSA grading model have been recommended by Pathways or when R&D issues and/or priorities are discussed; and
- The committee chair or alternate nominated by the committee shall be available to present progress to other industry stakeholder meetings as required.

#### **Administration**

Support for the committee shall be as follows:

- MLA will cover the reasonable costs of members and technical advisors (as agreed) attending the meetings;
- Secretariat / executive services to the committee shall be provided by a party with the required technical understanding and administrative capability, under contract to MLA;
- Existing secretariat arrangements shall continue in the first instance;
- Changes to the party providing secretariat / executive services shall be made by MLA on recommendation from the committee or on MLA's recommendation having sought the opinion of the committee;
- Agenda and briefing papers will be despatched to members at least 7 days prior to meetings;
- Minutes shall be drafted by the secretariat, vetted by the committee Chair, circulated to committee members for comment and forwarded by the Chair to MLA and the MSA Task Force within three weeks of a meeting;
- The process for reporting and managing 'conflicts of interest' will be emphasised at meetings. Any declarations should be reported in Minutes.
- MLA shall be responsible for the execution of all R&D contracts in a timely manner;
- The expectation is that two meetings will be held per annum. At least one meeting per year should coincide with a Taskforce meeting; and
- The Committee may meet in person or via a Teleconference.

### **3.3 MSA Beef Taskforce**

#### **Introduction**

The MSA Beef Taskforce (**Taskforce**) will coordinate peak council advice to support MLA's efforts in improving the eating quality of Australian beef. This will include consideration of the MSA program as well as MLA's R&D, domestic marketing and international marketing programs as they relate to eating quality.

#### **Terms of reference**

When formulating advice to MLA and industry, **Taskforce** will ensure that where decisions are taken, they will be by consensus.

The role of the **Taskforce** will be to:

1. Review MSA operational plans and marketing and R&D plans that relate to the MSA program. This will include providing advice on the strategic direction and prioritisation of MLA activities during plan development and will culminate in endorsement of operational plans;
2. Provide advice on how to overcome technical and commercial issues that pose a risk of restricting commercial adoption of the MSA program or undermining the integrity of the MSA program;
3. Consider and provide timely advice to MLA and AUS-MEAT on amendments to the model as recommended by **Pathways (Beef)** based on the results of new research;
4. Monitor MSA key performance indicators and provide relevant advice;
5. Ensure that peak councils are kept fully informed of operational developments within the MSA program (this may be done in conjunction with **Pathways Beef** representatives from time to time); and
6. Ensure that MLA has a comprehensive and effective industry communication plan and provide feedback on such plans.

### Structure

The **Taskforce** will be chaired by MLA's Managing Director and its membership will include the following representatives:

- Cattle production (CCA): 1 representative;
- Cattle feeding (ALFA): 1 representative;
- Domestic processing (AMIC): 1 representative;
- Domestic independent retailing (AMIC): 1 representative; and
- Export processing (AMIC): 1 representative.

If this membership does not provide adequate industry representation - for example large Australian supermarkets, foodservice operators and/or wholesalers - the Taskforce may agree to invite additional representatives to attend particular meetings or join the Taskforce's membership.

There is no set tenure for members.

### Review

The performance of, and processes for, **Taskforce** will be re-evaluated every 2 years.

### Administration

- MLA will provide operational support (including Minute Secretary) for the Taskforce;
- Agenda and briefing papers will be despatched at least seven days prior to meetings and minutes will be circulated within two weeks of a meeting;
- A minimum of two meetings will be held per annum. One of those meetings should coincide with a **Pathways (Beef)** meeting;
- The Committee may meet in person or via teleconference; and
- With MLA inviting participation in this Taskforce, all reasonable travel and accommodation costs will be met by MLA.

### 3.4 MSA Sheepmeat Working Group

#### Introduction

The MSA Sheepmeat Working Group (**MSA Sheep Group**) will coordinate industry advice on the development and implementation of the MSA Sheepmeat program. This will include consideration of the MSA program as well as MLA's R&D, domestic marketing and international marketing programs as they relate to eating quality.

#### Terms of reference

When formulating advice to MLA and industry, **MSA Sheep Group** will ensure that where decisions are taken, they will be by consensus.

The role of the **MSA Sheep Group** will be to:

1. Review MSA Operational Plans and R&D plans that relate to MSA sheepmeat program. This will include providing advice on the strategic direction and prioritisation of MLA activities during plan development and will culminate in endorsement of operational plans;
2. Provide advice on how to overcome technical and commercial issues that pose a risk of restricting commercial adoption of the MSA program or undermining the integrity of the MSA program for sheepmeat;
3. Liaise closely with **Pathways (Beef)** in relation to protocols for consumer testing procedures, and monitor consumer preferences and ensure standards continue to reflect these preferences;
4. Maintain the scientific credibility and integrity of the MSA model by peer review of the latest results from relevant sheepmeat eating quality R&D and consumer testing;
5. Oversee and recommend amendments to the sheepmeat MSA model to MLA and AUS-MEAT based on the results of new research;
6. Monitor MSA key performance indicators and provide relevant advice;
7. Ensure that peak councils are kept fully informed of operational developments within the MSA program for sheepmeat; and
8. Ensure that MLA has a comprehensive and effective industry communication plan and provide feedback on such plans.

#### Structure

The **MSA Sheep Group** will be chaired by a senior MLA Manager and its membership will include the following representatives:

- Sheepmeat production (SCA) – 2 representatives;
- Sheepmeat processor representing domestic and export – 2 representatives;
- Members of the Lamb Supply Chain Group representing R&D knowledge – at least 2 representatives; and
- Other member(s) of the Lamb Supply Chain Group as deemed appropriate.

Note: there **must** be some cross-over in membership with **Pathways (Beef)** to ensure consistency of approach.



If this membership does not provide adequate industry representation - for example large Australian supermarkets, foodservice operators and / or wholesalers, the **MSA Sheep Group** may agree to invite additional representatives to attend particular meetings or join the group.

There is no set tenure for members.

### Review

The MSA Sheepmeat Working Group will undergo a review process every 24 months.

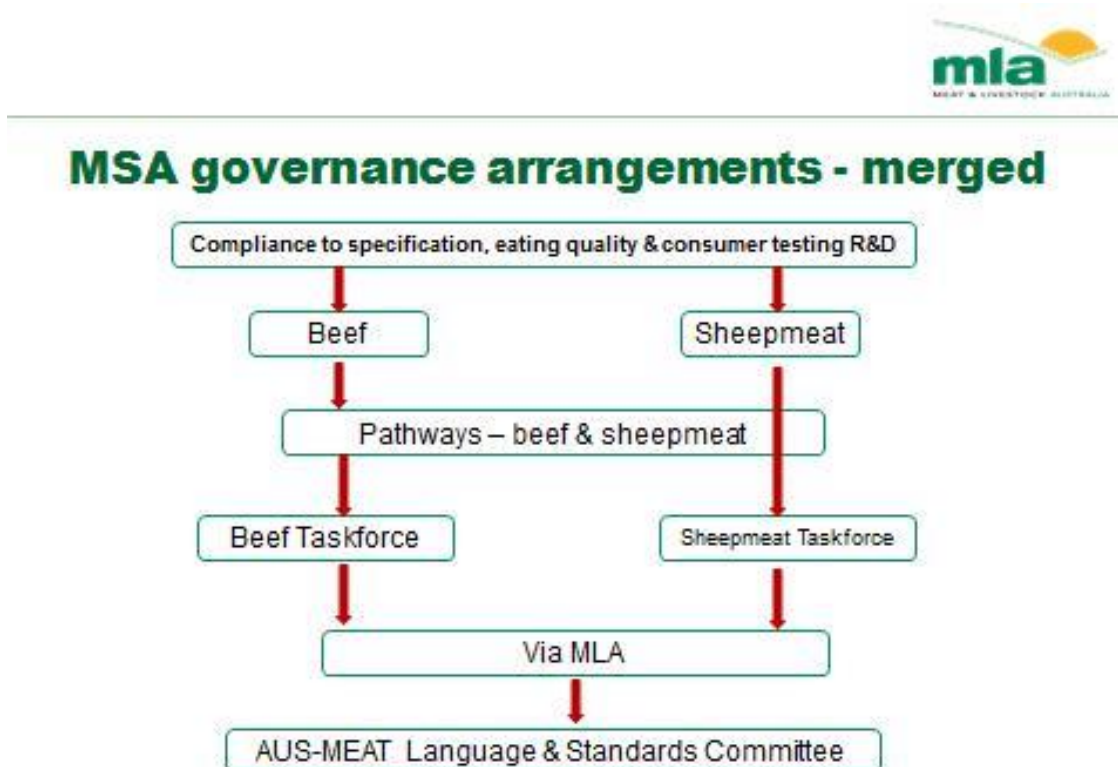
### Secretariat / Administration

- MLA will provide operational support for the MSA Sheepmeat committee, Agenda and Briefing papers will be despatched at least 7 days prior to meetings and minutes will be circulated within two (2) weeks of a meeting;
- A minimum of two meetings will be held per annum. The Committee may meet in person or via a Teleconference; and
- With MLA inviting participation in this Working Group, all reasonable travel and accommodation costs will be met by MLA.

## 4. MSA governance – new merged structure for beef & sheepmeat

This section considers governance arrangements were the technical peer review structures and operations for beef and sheepmeat MSA merged. Included in these considerations is the option to also 'roll in' review processes for all other MLA meat eating quality and compliance to specification R&D.

### 4.1 New Structure



## 4.2 New Terms of Reference - Pathways (beef & sheepmeat)

The following are revised Terms of Reference for a merged beef and sheepmeat Pathways committee as indicated in the above schematic. Included within the new merged Pathways is responsibility for input into MLA's eating quality and compliance to specification RD&E program.

### Introduction

When formulating advice to MLA and industry, ***Pathways (beef & sheepmeat)*** will ensure that the views of all members will be sought and respected on the science under review; and that where decisions are taken, they will be by consensus.

The role of the ***Pathways (beef & sheepmeat)*** will be to:

1. Develop, document and endorse protocols for consumer testing procedures;
2. Monitor consumer sensory response and ensure standards reflect consumer preferences;
3. Provide recommendations to MLA and the relevant MSA Taskforce (Beef or Sheepmeat) on research priorities and methodologies to further the development of eating quality knowledge and expanded application of the model;
4. Recommend R&D projects that address these priorities to MLA;
5. Provide the scientific review of RD&E proposals and independent monitoring of subsequent red meat compliance RD&E programs as commissioned by MLA;
6. Maintain the scientific credibility and integrity of the MSA model by peer review of the latest results from meat eating quality R&D and consumer testing;
7. Oversee and recommend amendments to the model to MLA and AUS-MEAT via the relevant MSA Taskforce, to ensure the model is based on the best available scientific evidence to accurately reflect consumer eating quality standards;
8. Monitor advances in international eating quality R&D;
9. Provide communication advice to stakeholders in relation to new research findings and MSA model improvements; and
10. Present results at scientific forums and to journals as appropriate.

### Membership

***Pathways (beef and sheepmeat)*** members will be chosen for their scientific expertise. At all meetings, members will express views that represent the science community, not their own organisation (employer).

- Committee membership shall include a selection of members from the existing ***Pathways (Beef)*** and ***MSA Sheep Group*** in the first instance;
- Changes to committee membership shall be recommended by the committee to MLA and MLA will appoint committee members;
- The committee Chair shall be recommended at the first meeting of the newly established committee from its members and MLA will appoint the Chair;

- Committee membership and chairmanship shall be reviewed every two years by the committee, at which time succession planning will be carefully considered. The performance of, and processes for, the committee will similarly be evaluated every 2 years. A report will be provided to MLA;
- The committee may invite other technical advisors and/or international scientists to participate in committee deliberations;
- MLA may at its discretion have MLA policy/technical staff attend committee meetings and partake in discussions. MLA staff will be non-voting members. AMPC will have a similar opportunity; and
- The process for reporting and managing 'conflicts of interest' will be emphasised at meetings. Any declarations should be reported in Minutes.

For all new members, a simple 'induction kit' (predominately a pack of relevant background documents) will be provided prior to attending their first meeting.

There is no set tenure for members.

#### **Reporting, decision making and communication**

- The Chair shall report to MLA via the Manager, Meat Eating Quality R&D;
- Committee decisions are made by consensus with six members required for a quorum;
- When advising changes to the MSA grading model, any dissenting views of committee members shall be documented and included with the advice to MLA and the relevant Taskforce;
- To ensure integrity of the MSA grading model, no changes shall be made other than those explicitly advised by the committee;
- The committee Chair or alternate nominated by the committee shall attend the relevant Task Force meetings when changes to the MSA grading model have been recommended by Pathways or when R&D issues and/or priorities are discussed; and
- The committee chair or alternate nominated by the committee shall be available to present progress to other industry stakeholder meetings as required.

#### **Administration**

Support for the committee shall be as follows:

- MLA will cover the reasonable costs of members and technical advisors (as agreed) attending the meetings;
- Secretariat / executive services to the committee shall be provided by a party with required technical understanding and administrative capability, under contract to MLA. These services will be appointed prior to the first meeting following consultation with existing committees;
- Subsequent changes to the party providing secretariat / executive services shall be made by MLA on recommendation from the committee or on MLA's recommendation having sought the opinion of the committee;
- Agenda and briefing papers will be despatched to members at least 7 days prior to meetings;
- Minutes shall be drafted by the secretariat, vetted by the committee Chair, circulated to committee members for comment and forwarded by the Chair to MLA and the relevant MSA Task Force within three weeks of a meeting;
- MLA shall be responsible for the execution of all R&D contracts in a timely manner;
- The expectation is that two meetings will be held per annum. At least one meeting per year should coincide with a Taskforce meeting; and
- The Committee may meet in person or via a Teleconference.

### 4.3 MSA Beef Taskforce

The Terms of Reference for the Beef Taskforce remain as shown in section 3.3 (some minor editorial change may be needed)

### 4.4 MSA Sheepmeat Taskforce

#### Introduction

The MSA Sheepmeat Taskforce (***Sheep Taskforce***) will coordinate peak council advice to support MLA's efforts in improving the eating quality of Australian sheepmeat. This will include consideration of the MSA program as well as MLA's R&D, domestic marketing and international marketing programs as they relate to eating quality.

#### Terms of reference

When formulating advice to MLA and industry, ***Sheep Taskforce*** will ensure that where decisions are taken, they will be by consensus.

The role of the ***Taskforce*** is to:

1. Review MSA operational plans and marketing and R&D plans that relate to the MSA program. This will include providing advice on the strategic direction and prioritisation of MLA activities during plan development and will culminate in endorsement of operational plans;
2. Provide advice on how to overcome technical and commercial issues that pose a risk of restricting commercial adoption of the MSA program or undermining the integrity of the MSA program;
7. Consider and provide timely advice to MLA and AUS-MEAT on amendments to the model as recommended by ***Pathways*** based on the results of new research;
3. Monitor MSA key performance indicators and provide relevant advice;
4. Ensure that peak councils are kept fully informed of operational developments within the MSA program (this may be done in conjunction with ***Pathways*** from time to time); and
5. Ensure that MLA has a comprehensive and effective industry communication plan and provide feedback on such plans.

#### Structure

The ***Sheep Taskforce*** will be chaired by MLA's Managing Director (or nominee) and its remaining membership will include the following representatives:

- Sheep production (SCA): 2 representatives;
- Domestic processing (AMIC): 1 representative;
- Domestic independent retailing (AMIC): 1 representative; and
- Export processing (AMIC): 1 representative.

If this membership does not provide adequate industry representation - for example large Australian supermarkets, foodservice operators and/or wholesalers - the Taskforce may agree to invite additional representatives to attend particular meetings or join the Taskforce's membership.

There is no set tenure for members.

#### Review

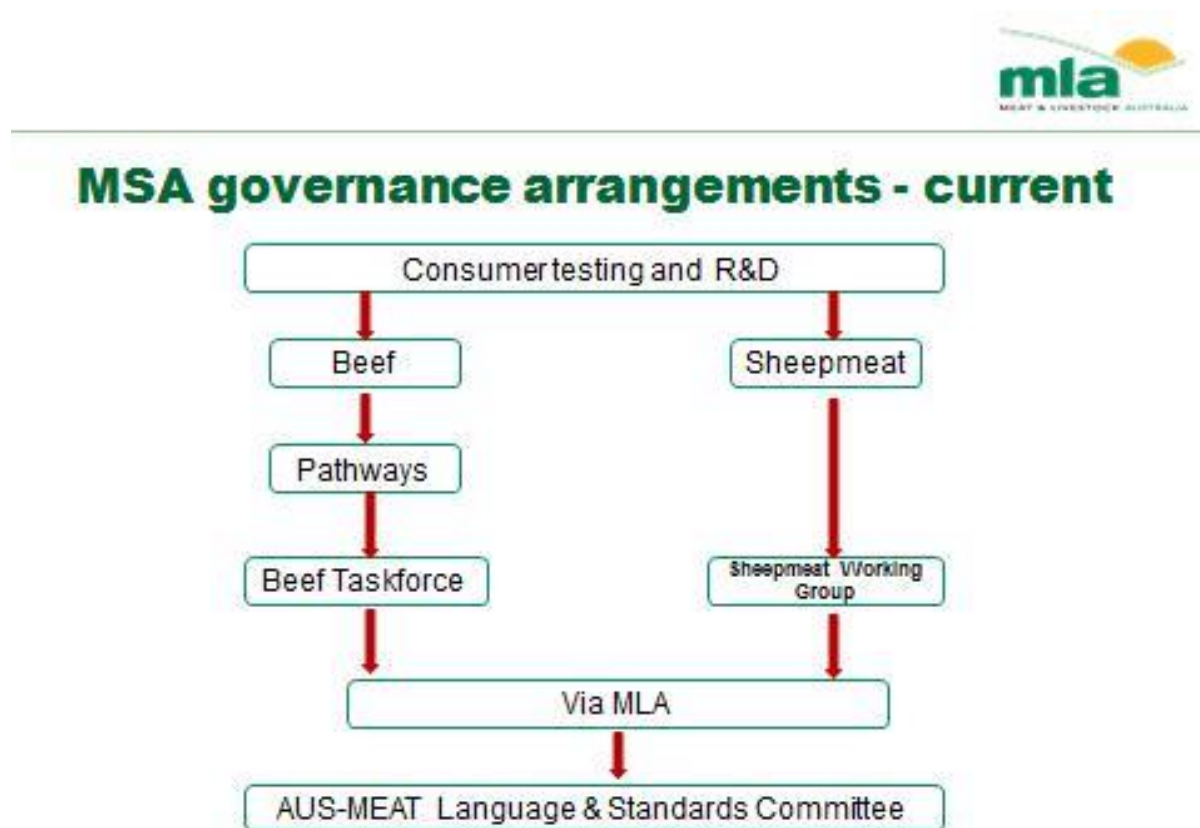
The performance of, and processes for, ***Sheep Taskforce*** will be re-evaluated every 24 months

**Administration**

- MLA will provide operational support (including Minute Secretary) for the Taskforce;
- Agenda and briefing papers will be despatched at least seven days prior to meetings and minutes will be circulated within two weeks of a meeting;
- A minimum of two meetings will be held per annum. One of those meetings should coincide with a ***Pathways*** meeting;
- The Committee may meet in person or via teleconference; and
- With MLA inviting participation in this Taskforce, all reasonable travel and accommodation costs will be met by MLA.

## Appendix 1 – MSA governance –existing Terms of Reference

By and large, the current structure of existing MSA governance arrangements is depicted below:



The **existing** Terms of Reference for the following three committees are listed below:

- Pathways
- Beef Taskforce
- MSA sheepmeat working group

### A.1 Pathways (Beef)

Document dated: May 2010

#### Terms of Reference (Existing)

To meet its objectives the Committee will:

- Develop, document and endorse protocols for testing procedures;
- Monitor consumer preferences and ensure standards continue to reflect these preferences;
- Oversee and endorse amendments to the model reflecting new research as reviewed;
- Provide stakeholder advice on changes to the MSA Pathways and new research findings by assisting in the development of Tips & Tools etc;
- Represent the Australian industry in scientific forums; and

- *Support MSA grading services where possible*

**Objectives (Existing)**

- *Ensure that the MSA Grading Model accurately reflects consumer eating quality standards.*
- *To critically review research results in order to consider, and, if appropriate, endorse changes to the MSA Grading Model.*
- *To recommend research priorities and methodology related to further development of eating quality knowledge and application.*

**Terms of Reference (as revised during project B.SBP.0113)**

The Committee will:

- Develop, document and endorse protocols for consumer testing procedures, and monitor consumer preferences and ensure standards continue to reflect these preferences;
- Provide input to research priorities and methodology to further the development of eating quality knowledge and expanded application of the model;
- Maintain the scientific credibility and integrity of the MSA model by peer review of the latest results from meat eating quality R&D and consumer testing;
- Oversee and recommend amendments to the model to the MSA Beef Taskforce reflecting new research as reviewed;
- Provide communication advice to stakeholders in relation to new research findings and MSA model improvements;
- Present results at scientific forums and journals as appropriate; and
- Develop succession plans to ensure that the role of the committee can be met over the longer term.

**KPI's**

- R&D priorities
- Peer review of science
- Credibility, integrity and expanded application of the MSA model
- Communication

**A.2 Beef Taskforce**

*Document dated: 1 September 2010*

MLA is forming a single Taskforce to coordinate peak council advice on the MSA beef program. This committee will be named the "MSA Beef Taskforce".

**Taskforce role / terms of reference**

MLA operates several taskforces to oversee and assist direction of MLA's strategies and programs. These taskforces are key interfaces between MLA and industry and they ensure that MLA's programs seek outcomes that are relevant to and valued by industry. While not having direct decision making authority, recommendations from the taskforces carry considerable weight with the MLA Board and peak councils.

The role of the MSA Beef Taskforce is to provide advice to support MLA's efforts in improving the eating quality of Australian beef. When formulating advice, the committee will seek a consensus position across industry representatives. This will include consideration of the MSA program as well as MLA's R&D, domestic marketing and international marketing programs as they relate to eating quality. The Taskforce will particularly focus on;

1. Review MSA operational plans and marketing and R&D plans that relate to the MSA program: Provide advice on the strategic direction and prioritisation of MLA activities during plan development and endorse operational plans.
2. Technical operations: Provide advice on how to overcome technical and commercial issues that pose a risk of restricting commercial adoption of the MSA program or undermining the integrity of the MSA program.
3. Evaluation: Monitor MSA key performance indicators.
4. Peak council communication: Apprise peak councils on operational developments within the MSA program.
5. Industry communication: Ensure a comprehensive industry communication plan is operational and effective.

#### **Taskforce structure**

The Taskforce will be chaired by MLA's Managing Director and its remaining membership will include the following representatives:

- Cattle production (CCA): 1 representative
- Cattle feeding (ALFA): 1 representative
- Domestic processing (AMIC): 1 representative
- Domestic independent retailing (AMIC): 1 representative
- Export processing (AMIC): 1 representative

If this membership does not provide adequate industry representation - for example large Australian supermarkets, foodservice operators and/or wholesalers - the Taskforce may agree to invite additional representatives to attend particular meetings or join the Taskforce's membership.

#### **Taskforce longevity**

This Taskforce is being established by MLA to provide advice to the MLA Board and peak councils on the MSA beef program. After 24 months the Taskforce will undergo a review to assess whether its continuation is justified.

#### **Secretariat / Administration**

MLA will provide operational support for the Taskforce. Agenda and briefing papers will be despatched at least seven days prior to meetings and minutes will be circulated within two weeks of a meeting.

A minimum of two meetings will be held per annum. The Committee may meet in person or via teleconference.

With MLA inviting participation in this Taskforce, all reasonable travel and accommodation costs will be met by MLA



### **A.3 Sheepmeat Working Group**

*Document dated: 2013*

#### **Introduction**

MLA is forming a Working Group to coordinate industry advice on the development and implementation of the MSA Sheepmeat program. The group will be named MSA Sheepmeat Working Group.

#### **Working Group role / terms of reference**

MLA operates several industry consultative groups to oversee and assist direction of MLA's strategies and programs. These industry groups are key interfaces between MLA and industry and they ensure that MLA's program seek outcomes that are relevant to and valued by industry.

The role of the MSA Sheepmeat Working Group is to provide advice to support MLA's efforts in improving the eating quality of Australian sheepmeat. When formulating advice, the Working Group will seek a consensus position across industry representatives. This will include consideration of the MSA sheep meat program as well as MLA's R&D, domestic marketing and international marketing programs as they relate to eating quality. The committee will particularly focus on:

1. Review MSA Operational Plans and R&D plans that relate to MSA sheepmeat program.
2. Provide advice on the strategic direction and prioritisation of MLA activities during plan development and endorse operational plans and activities.
3. Technical operations: Provide advice on how to overcome technical and commercial undermining the integrity of the MSA program.
4. Evaluation: Monitor MSA key performance indicators.
5. Peak Council Communication: Apprise Peak Councils on operational developments within the MSA program.
6. Industry communication: Ensure a comprehensive industry communication plan is operational and effective.

#### **MSA Sheepmeat Structure**

The MSA Sheepmeat Structure will be chaired by a senior MLA Manager and its remaining membership will include the following representatives:

- Sheepmeat Production (SCA)
- Sheepmeat Processor representing domestic and export
- Member Livestock Supply Chain Group
- Members of the Lamb Supply Chain Group representing R&D knowledge

If this membership does not provide adequate industry representation- for example large Australian supermarkets, foodservice operators and / or wholesalers, the MSA Sheepmeat Committee may agree to invite additional representatives to attend particular meetings or join the Sheepmeat committee membership.

#### **MSA Sheepmeat Working Group**

The MSA Sheepmeat Working Group is being established to provide advice to the MLA Board and Peak Councils on the MSA Sheepmeat program. After 24 months the MSA Sheepmeat committee will undergo a review to assess whether its continuation is justified.

#### **Secretariat / Administration**

- MLA will provide operational support for the MSA Sheepmeat committee, Agenda and Briefing papers will be despatched at least 7 days prior to meetings and minutes will be circulated within 2 weeks of a meeting.
- A minimum of two meetings will be held per annum. The Committee may meet in person or via a Teleconference
- With MLA inviting participation in this Working Group, all reasonable travel and accommodation costs will be met by MLA.

## **Appendix 2: Sheep Genetics Technical Committee - Terms of Reference**

1. The role of the Sheep Genetics Technical Committee will be to:
  - a. consider and agree on RD&E priorities for the coming year and project topics for new R&D investment that will maximise the contribution that beef genetic improvement can make towards achieving the objectives in MLA's Strategic Plan (the Project Objective);
  - b. rank the project topics in order of priority considering, amongst other criteria, likely industry return on investment;
  - c. review progress in each project against KPIs, key priorities and performance measures set out in the Work Plan;
  - d. identify and prioritise new opportunities arising from industry feedback and from similar research elsewhere (both in beef and in other species, locally and overseas) that are considered relevant to achieving the Project Objective;
  - e. promote adoption of project outputs by the Australian beef industry; and
  - f. fulfil any other function contemplated by the agreement.
2. The Sheep Genetics Technical Committee will regulate its own proceedings (including mode of operation, frequency of meetings, minutes) and shall meet (whether in person, by telephone or video link up and the like) at such times it shall determine but no less frequently than on a six (6) monthly basis from the commencement of this agreement. The Sheep Genetics Technical Committee shall meet at the request of a party provided that a reasonable notice of the meeting is given to the other parties. Each party shall bear the costs and expenses associated with the attendance of its representatives at meetings of the Technical Committee.
3. Scientists working on the Project will be invited to attend and participate in meetings of the Sheep Genetics Technical Committee as required by it and will record and distribute the minutes of each meeting.
4. Decisions of the Sheep Genetics Technical Committee will be made by majority with MLA having the casting vote in the case of a deadlock.

5. All substantive agenda items for each meeting must be accompanied by written papers distributed at least 2 days before the meeting. Progress reports from AGBU staff will be provided in a format to be decided by the Sheep Genetics Technical Committee members.
6. The Research Organisation:
  - a. must co-operate with the Technical Committee; and
  - b. agrees that each annual Work Plan, to be recorded in the minutes of the Sheep Genetics Technical Committee meetings, provides the detail for the Milestones to be carried out under the Project for the following 12 months.
7. Reports to the Sheep Genetics Technical Committee describing progress and annual Work Plans recorded in the minutes will replace the need for written milestone reports to be submitted periodically to MLA.
8. The Sheep Genetics Technical Committee can recommend to MLA that the Project budget be reduced in size, or changed in emphasis, or that payments be withheld for poor performance, in lieu of the Research Organisation having to provide milestone reports directly to MLA.
9. Funding for the Sheep Genetics Technical Committee will be provided by MLA outside this agreement.