

## Expressions of Interest:

### Independent Members and Chair - CalfWays Implementation Steering Committee

The dairy and beef industries, through Dairy Australia and Meat & Livestock Australia (MLA), are seeking expressions of interest for three Independent Members and one Independent Chair to join the CalfWays Implementation Steering Committee.

CalfWays is the Sustainable Dairy Calf Management Roadmap developed through extensive consultation across the dairy and beef industries. It provides a unified framework for sustainable calf management practices that deliver benefits across the supply chain. CalfWays can be downloaded [here](#).

The Implementation Steering Committee will oversee the delivery of the CalfWays Program over a three-year period. The Committee Terms of Reference (TOR) are available below in [Appendix A](#).

### Available Positions

- Independent Chair (up to 10 days per year)
- Three Independent Members (up to 8 days per year)

These are remunerated roles in accordance with Dairy Australia and MLA policies. Respondents are asked to submit their reasonable expectation for a daily rate noting it is not assured this will be the rate offered.

Appointments are for a single, non-renewable term of three years. Meetings will be held at least quarterly but ad hoc meetings may be required, meetings will be a combination of face-to-face and remote.

### About the roles

#### Independent Members

We are seeking individuals with experience in at least one of the following areas:

- Red meat supply chains
- Dairy production
- Red meat production
- Extension, adoption and practice change

Independent members must be committed to achieving the goals of CalfWays, demonstrate strategic insight into the agricultural sector and be capable of working respectfully and collegially with a diverse group of stakeholders.

## Chair

The Chair must be independent of MLA, Dairy Australia, and any red meat or dairy industry representative organisation (i.e., not a current employee or Director).

Competencies sought for the Chair include:

- Strong leadership, facilitation and negotiation skills.
- Proven experience chairing committees or boards.
- Broad understanding of the agricultural supply chain.
- Strategic, innovative and solutions-focused thinking.
- Availability and commitment to the role.

## Selection criteria

Applicants should demonstrate:

- How they meet the competencies outline in the TOR.
- Relevant sector expertise (red meat, dairy or agricultural supply chain).
- Strategic leadership and governance capabilities.
- Strong communication, collaboration and decision-making skills.
- Commitment to the objectives of the CalfWays Roadmap.

The appointments will be based on a transparent assessment process managed jointly by Dairy Australia and MLA.

## Conflicts of interest

Respondents are asked to disclose any actual, potential or perceived conflicts of interest as part of their application.

## How to apply

Interested parties are invited to submit:

- A brief cover letter (no more than two pages) outlining their interest and addressing the selection criteria.
- A curriculum vitae (CV).
- Expectation for a daily rate noting it is not assured this will be the rate offered.
- Any actual, potential or perceived conflicts of interest.
- Contact details for at least two referees.

Please indicate clearly whether you are applying for the Chair role, an Independent Member role, or both.

Successful applicants will be required to enter into a contract for their roles with Dairy Australia.

## Timeline

- Closing date for applications: 4<sup>th</sup> July 2025
- Roles commence: August 2025

## Further information

For further information about the roles or the CalfWays Implementation Steering Committee, please contact: Andy Hancock via email: [andrew.hancock@dairyaustralia.com.au](mailto:andrew.hancock@dairyaustralia.com.au)

Applications should be sent to:

Carly Potts – Dairy Australia – [carly.potts@dairyaustralia.com.au](mailto:carly.potts@dairyaustralia.com.au)

## Appendix A:

# CalfWays Implementation Steering Committee TERMS OF REFERENCE

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## Background

The dairy industry has been actively working to improve the management of dairy calves not needed for herd growth, implementing more sustainable and welfare-focused practices over recent years.

Sustainable calf management presents an opportunity to both the dairy and beef industries. It is only through cross-sectoral cooperation and collaboration from a range of beef and dairy stakeholders that the opportunities for calves can be unlocked.

CalfWays, the Sustainable Dairy Calf Management Roadmap, serves as an overarching framework to unify and strengthen existing initiatives by the dairy and beef industries and drive further innovation across both industries in sustainable calf management.

CalfWays is structured around specific Goals, Objectives, Strategies and Tactics that foster alignment between beef and dairy industries in order to address a range of challenges and return value to both industries.

The development of CalfWays was based on a co-design approach, with extensive consultation and testing of Goals, Objectives, Strategies and Tactics for the roadmap over an 18-month period.

The consultation process engaged a wide array of stakeholders from across the dairy industry, including farmers, processors and supply chain partners. It also included key representatives from the beef industry and governments.

Recognising the opportunity for both the dairy and beef industries, Dairy Australia and Meat & Livestock Australia (MLA) have entered into a Joint Initiative Agreement to support the implementation of CalfWays over the next three years. As part of this, a CalfWays Co-innovation Lead role has been created to lead the development, coordination, delivery and monitoring of a Program of work that delivers on the goals and objectives of the Roadmap on behalf of the dairy and beef industries.

A CalfWays Implementation Steering Committee has been established to oversee the CalfWays Program and the Co-innovation Lead position.

## Committee purpose

The purpose of the Committee is to:

- develop and approve an annual operating plan for the implementation of CalfWays;
- prioritise projects under the CalfWays program;
- identify and evaluate funding opportunities and monitor outcomes and fund utilisation;
- monitor program progress against key milestones and budget, and adjust priorities as needed;
- monitor and review the performance of the program overall and the Co-innovation Lead;
- identify emerging and/or pressing risks to the Program and advise on possible mitigation actions to address specific risks;
- provide a forum for resolving high-level issues that may impact success; and
- act as a voice for the Program internally and in government and industry discussions.

## Committee term

The Committee is to fulfil its role for the duration of the Program. The Committee will be disbanded at the conclusion of the Program.

## Role of individual Committee members

Individual members of the Committee are expected to:

- understand the strategic implications and outcomes of the Program;
- appreciate and respect the significance of the Program for some or all stakeholders and consider their interests;
- be committed to, and actively involved in pursuing the outcomes of CalfWays;
- participate in all meetings of the Committee and provide constructive input;
- seek to achieve a consensus opinion;
- work respectfully and collegially with other members and stakeholders; and
- be an advocate for CalfWays.

## Composition of the Committee

The Committee will be composed of:

- one representative of MLA;
- one representative of Dairy Australia; and
- three independent representatives with experience in:
  - red meat supply chains;
  - dairy production; or
  - red meat production; and
  - extension, adoption and practice change.

The MLA and Dairy Australia representatives should have the authority to make binding decisions on behalf of their organisations regarding budget, funding, activities and milestones.

## Term

Independent representatives are appointed for a single, non-renewable term of three years. MLA and Dairy Australia representatives hold their positions on the committee by virtue of their appointment by their respective organisations and continue to serve while employed in a relevant capacity.

## Secretariat

The CalfWays Co-innovation Lead will provide secretariat support to the Committee and attend all meetings and may speak to agenda items and other business.

## Chairing meetings

An independent chair shall be appointed by MLA and Dairy Australia

For the purposes of the Chair, independence is considered to be someone who is not a current employee or Director of MLA, Dairy Australia or any red meat or dairy industry representative organisation. Competencies expected in the Chair include:

- relevant professional experience with previous experience facilitating or chairing meetings;
- ability to lead and inspire Members and experts towards consensus;
- broad understanding of the agricultural supply chain and/or industry
- availability to commit time and resources to their role as Committee Chair;
- ability to develop solutions through innovative, strategic and creative thinking in a consensus environment;
- excellent communication, negotiation and facilitation skills including the ability to engage stakeholders and manage relationships; and
- ability to act proactively and communicate diplomatically.

## Remuneration and expenses

The Chair and independent members will receive remuneration in accordance with current MLA and Dairy Australia policies. Time commitment is expected to be:

Role	Time per year
Chair	Up to 10 days
Independent members	Up to 8 days

The Secretariat will be responsible for arranging travel, where expenses are incurred by Committee members this will be reimbursed upon the provision of receipts. No expense may be incurred over \$50 without prior approval of the Secretariat.

## Guests and observers

Other advisors or observers may attend upon invitation from the Committee and approval from the Chair, this may include specific subject matter experts as required.

## Schedule and papers

Meetings will be held at least quarterly but ad hoc meetings may be required to be held at strategic points in Programs lifecycle. Meetings will be a combination of face-to-face and remote.

An agenda and relevant papers will be prepared by the Secretariat in consultation with the Chair and provided to members at least seven days in advance of any meeting.

The Minutes of each meeting will be prepared by the Secretariat and circulated within seven days of the meeting for approval by circular resolution.

## Quorum and proxies to meetings

A quorum will consist of:

- both the MLA and Dairy Australia representatives;
- the Chair; and
- one independent member.

Members of the Committee may not nominate a proxy to attend a meeting if the member is unable to attend.

## Determinations

The Committee will work towards achieving consensus which will require both the MLA and Dairy Australia to agree on matters for determination.

## Chatham House Rules

In order to promote open and frank discussion within the Committee, meetings may be subject to the Chatham House Rule<sup>1</sup>.

When a meeting, or part thereof, is held under the Chatham House Rule, members are free to use the information received in performing their duties as a member, but neither the identity nor the affiliation of the speaker/s, nor that of any other member, may be revealed.

When meetings, or part thereof, are held under Chatham House Rule, the discussion may be recorded in the Minutes but the identity and affiliation of the speaker will not be recorded.

## Feedback

During the course of the Project, items may be circulated to the Committee out of session for their review and feedback. All such feedback will be required within a timeframe specified when the item is circulated.

Should feedback not be received by the specified timeframe it will be taken to mean the member has no feedback to provide and accepts the item as circulated or concedes to other members feedback.

## Conflicts of interest

Members of the Committee should identify and promptly declare any actual or potential conflicts of interest affecting them on any said agenda item proposed, including conflicting loyalties which may arise. The Secretariat will maintain a Conflicts of Interest record for review and updating at each meeting.

## Member replacement

Independent members and the Chair are appointed by mutual agreement between MLA and Dairy Australia, following a transparent expression of interest and assessment process.

The MLA and Dairy Australia representatives are appointed based on their positions within those organisations. Should they resign or change their position, a replacement will be appointed by the respective organisation.

Independent members who are absent without advice from two successive meetings will be deemed to have resigned from the Committee.

Where a Committee member's conduct is considered to be inappropriate or they do not follow the terms of reference, or they resign, the Chair may seek to appoint a replacement.

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<sup>1</sup> <http://www.chathamhouse.org/about/chatham-house-rule#sthash.wLi9ZWnY.dpuf>

## Public announcements

While members are expected and encouraged to discuss and advocate for the Program with stakeholders, members shall not report opinions expressed in meetings.

Independent members must seek approval from the Secretariat before making any public announcements.

## Review of these terms of reference

MLA and Dairy Australia may, at any stage, amend the Terms of Reference, but as a minimum, these terms of reference will be reviewed at least annually by MLA and Dairy Australia.

Any agreed changes to these Terms of Reference will be notified to the Committee.