

April 2024

Red Meat Industry Corporate Affairs Unit Terms of Reference

1. Purpose

The Red Meat Industry Corporate Affairs Unit (ICAU) works with the red meat Peak Industry Councils (PICs) and the Red Meat Advisory Council (RMAC) to support effective collaboration and communications, stakeholder and media engagement, issues and crisis management, research and capacity building to inform policy development by industry. ICAU does not develop policy.

2. Scope

As the major investor in this initiative, MLA needs to ensure it is operating within its [Statutory Funding Agreement](#) with the Australian Government which states that:

- MLA must not engage in agri-political activity
- MLA must not, at any time, act as an industry representative organisation or reference or provide information which implies to stakeholders or trading partners that MLA is an industry representative organisation
- MLA must, at all times, act in an apolitical and unbiased manner.

Key areas of support ICAU can provide, include:

a) Media and stakeholder communications

- Work with industry to develop proactive communication/media/ stakeholder engagement plans
- Support the development of agreed messaging around key industry issues and assist with facilitating the process for a united industry response when required
- Facilitate media training
- Provision of media and government monitoring

b) Issues and crisis management

- Support issues management effort and activity of RMAC and the PICs (as required)
- Support crisis management capability building (training, simulations etc.)
- Develop briefs and communication approaches for industry to deal with issues as required

c) Capacity building in policy development

- Provide R&D, data and evidence to aid/inform PIC policy development
- Assist with identification of key issues and research needed to inform industry approaches
- Develop strategic approach to the management of a limited number of critical cross sectoral issues identified by the Corporate Affairs Taskforce.

3. Funding and Governance

ICAU is overseen by MLA’s Corporate Affairs Taskforce, which is made up of representatives from each PIC and RMAC. The Taskforce provides oversight and guidance, meeting 3-4 times per year to review workplans, delivery and effectiveness. The Chair of the Taskforce is the MLA Managing Director or their nominated delegate.

While ICAU’s focus is on providing support that benefits the entire supply chain, it may undertake discrete activities for individual PICs where it aligns with the role of ICAU as outlined above. In addition, this work can only occur where it does not compromise capacity to maintain focus on issues and activities that are relevant to all stakeholders. The ICAU team will ensure equity across stakeholders when considering its ability to undertake such work, as well as ensuring all stakeholders are aware of such activities through the Corporate Affairs Taskforce. It is at the discretion of ICAU and MLA Management to refuse to undertake activities for individual PICs if it does not align with these objectives. This process will be governed through the workplans endorsed by the Corporate Affairs Taskforce and normal internal MLA processes.

ICAU is funded from marketing levies via MLA through proportional contributions from all red meat and livestock industries across the supply chain in line with the joint funding model.

ICAU is co-located with RMAC and the PICs in Canberra.

4. Annual reporting

ICAU will develop an annual report that provides insight on the key initiatives and services provided to RMAC and the PICs throughout the year in a format that can be shared with other industry stakeholders.

5. Overview

Recognising the above, ICAU’s role can be summarised as follows:

ICAU does...	ICAU does not...
Provide research and data to inform the development of policy positions	Develop industry policy or set policy priority areas
Provide support to PICs with coordinating stakeholder engagement initiatives	Advocate or lobby government representatives
Provide support to PICs with media and industry engagement	Act as an industry spokesperson
Take direction from the Corporate Affairs Taskforce/ MLA / PICs / RMAC	Take direction from SFOs/other industry participants