

# CONSULTATION PLAN 2018 – 2022







# INTRODUCTION

**AMPC believes in being transparent in its relationships with stakeholders and the broader industry.**

We are committed to listening to our members, providers and other stakeholders so that we can understand their concerns, perspectives and priorities. This document is a consultation plan. It aims specifically to identify the approach we should use to consult with stakeholders in developing our five-year strategy 2018 to 2022.

At the time of creating the document, the development of the AMPC Strategy 2018-2022 was already well underway, in line with the latest Funding Agreement requirements.

---

## Overview

The AMPC Strategic Plan 2018-2022 is our principal planning and operational document. It will provide a roadmap for the future, outlining our mandate in line with the Red Meat Industry's Memorandum of Understanding Version 4, 2010 and covering our vision, mission, values, future operating environment, the industry's capabilities and the risks it faces.

This consultation plan documents the process by which AMPC obtains feedback. It is part of a suite of corporate documents that provide relevant information on the resourcing, operations and performance of AMPC. (Other such documents include our project evaluation framework, annual operating plan and annual report.)



---

## A MESSAGE FROM THE CHAIRMAN

---

***First, this message from our Chairman, taken from the 2015/16 Annual Report, may provide useful context:***

AMPC's mandate is to support research, development and extension (RD&E) and marketing initiatives that improve the sustainability and efficiency of the red meat processing industry. In November 2015, the Board intervened in the corporation's operations to ensure our strategy allowed us to deliver fully on this mandate. The red meat processing sector is Australia's second largest manufacturing industry by revenue, and directly employs 37,000 people, making it the second largest employer by sector, and a significant employer in rural and regional areas. Thanks to the superior quality of our products and the integrity of our systems, it is among the world's largest exporters of beef, making it the largest trade-exposed manufacturing industry in Australia. Despite its size and importance, numerous risks could either reduce demand and/or impose impediments to the industry's long-term sustainability. It has high costs (especially those associated with labour, regulatory and compliance factors) and low margins when compared to most other competitors. In addition, it must deploy significant resources to support investment in the new and emerging technologies that are necessary to ensure it can compete with its major competitors.

Given the nature of its activities, industry risks and rising global competition, AMPC needed to take a long-term view of the steps required to ensure the sustainability of the processing sector and the broader industry. To this end, we conducted research to identify megatrends and analyse what an effective industry would look like in 2030. We then collaborated with professional services organisation EY, whose desk-based research of the Australian and international red meat industries was supplemented by a comprehensive stakeholder survey. Together we drew up a strategy document that clarified our purpose, vision and mission; examined the industry risks and how these were interconnected, as well as how they were impacted by the megatrends we had highlighted; and identified six key themes to deliver on our strategy. These strategic themes are to shape the future of the industry, unlock global markets, protect and promote the industry, build enduring industry relationships, diversify funding sources and strengthen our capabilities to become a world-class RD&E organisation. To support these initiatives, we revisited our strategy and identified the areas in which we will need to focus our efforts.

---

## KEY REQUIREMENTS AS SET OUT IN THE FUNDING AGREEMENT

---

AMPC has incorporated a range of formal requirements, set out in legislation, into its Strategic Plan 2018-2022. These requirements are set out in the Funding Agreement between the Commonwealth and AMPC that was renewed on 11 November 2016.

Clause 30 of the agreement requires AMPC to maintain to a Strategic Plan covering a three- to five-year period. In developing the plan, AMPC must outline the ways in which it proposes to consult with the Commonwealth and AMPC members, levy payers, prescribed industry and other bodies as appropriate.

The consultation plan should be agreed with the Commonwealth and be published on AMPC's website prior to any consultation commencing. However the development of the AMPC Strategic Plan 2018-2022 was well underway prior to the commencement of the latest Funding Agreement.

This, then, is the consultation plan document for the AMPC Strategic Plan 2018-2022.



# TARGET STAKEHOLDERS & CONSULTATION APPROACH

A requirement for the development of AMPC's strategic five-year plan was to integrate consultation activities with:

- Levy payers
- AMPC's members
- Prescribed industry bodies (such as Australian Meat Industry Council, Red Meat Advisory Council, Cattle Council of Australia, Sheep Meat Council of Australia, Australian Lot Feeders Association, Goat Council of Australia and Australian Livestock Exports Council)
- Other bodies (such as Meat and Livestock Australia, LiveCorp Australia)
- Commonwealth agencies like the Department of Agriculture and Water Resources.
- Other stakeholders to be identified, as appropriate, to help shape our strategies.

## Our consultative approach:

AMPC conducted a series of face-to-face meetings, telephone interviews and questionnaires with our stakeholders – who include our members, industry councils and the government. In gathering information in this way we have specifically considered:

- Members' needs
- Value delivered from projects
- AMPC's strengths and weaknesses
- Service options for AMPC
- Potential future markets, product segments, innovation and segmentation.



## GOVERNMENTS

State, federal and local governments

### Issues of concern and challenges

R&D  
Red meat marketing  
Compliance  
Food Safety  
Bio security

Diseases  
Health, Safety & Environment  
Market access (technical & non-tariff barriers)

### How we work with them

Statutory Funding Agreement  
Senate estimates/inquiries  
Using independent reporting to engage

State sector for international audits (Food Safety)  
Cross-sector research initiatives  
Food Safety regulations



## COMMUNITIES

Places where our members operate

### Issues of concern and challenges

Economic benefits  
Employment opportunities

Rural sustainability  
Environmental pollution

### How we work with them

Promotional activities and campaigns  
Training and education programs

Scholarships  
Economic significance demonstration



## SERVICE PROVIDERS

Meat Livestock Australia & LiveCorp

### Issues of concern and challenges

R&D  
Extension  
Marketing

Unlocking opportunities  
Key industry risks  
Funding  
Member value

### How we work with them

Plant Initiated Projects Program (PIP)  
Joint programs  
General correspondence  
Cross-sector collaboration for innovation

Development programs  
Collaborative Innovation Strategies  
Partnership Program (CISP)



## MEMBERS

Representatives for over 97% of Australia's red meat processing capacity

### Issues of concern and challenges

Employees  
Value for money  
R&D

Relevance  
Marketing  
Unlocking opportunities

### How we work with them

Face-to-face site visits  
Program Advisory Committee (PAC) process  
Monthly newsletter

National survey  
Plant Initiated Projects Program facilitation  
Industry steering committee



## PRODUCERS

Farmers

### Issues of concern and challenges

Animal welfare  
Supply availability  
Reliability  
Climate change  
Changing consumption

Economic sustainability  
Trust in processing sector  
Integrity systems  
Provenance

### How we work with them

Training courses  
Joint projects

Cross-sector research initiatives



## INDUSTRY BODIES

AMIC, RMAC, CCA, SCA, ALFA, ALEC

### Issues of concern and challenges

Leadership  
Competition for resources  
Trust between bodies

Lack of strategic alignment  
Industry fragmentation

### How we work with them

General correspondence  
Regular meetings and Statutory funding agreement  
Cross-sector collaboration for innovation

Provide research for lobbying to government



## RESEARCH PARTNERS

Universities and research institutions

### Issues of concern and challenges

Clear direction  
Funding  
Ability to invest in long-term projects

Lack of long-term strategic relationships  
Lack of engagement

### How we work with them

Develop research projects and programs  
Day-to-day management of project deliverables

Help extend research through presentations, publishable reports  
Publication in research journals  
Cross-sector research initiatives  
Facilitation of research provider and member interactions



## CUSTOMERS

Wholesalers, Retailers – Major chains and butchers

### Issues of concern and challenges

Quality  
Consistency

Negative perceptions of red meat  
Food Safety

### How we work with them

Packaging  
Shelf-life guidelines

Integrity systems and regulations  
Assurance programs and certification



## CONSUMERS

Domestic and international

### Issues of concern and challenges

Nutrition  
Food safety  
Quality

Provenance  
Value for money

### How we work with them

MLA joint program  
Marketing

# THE CONSULTATION TIMETABLE

## AMPC Communications Strategy:

AMPC uses print and online media to distribute information to the industry. These include the AMPC website, social media, webinars and print.

## Timetable:

### November 2015

The AMPC Board of Directors announce the development of new strategy

### January – March 2016

In-depth interviews with members and industry group leaders  
14-24 March, 2016

Follow-up consultation to fill gaps and clarify

### June 2016

CSIRO workshop on meat processing innovation opportunities

### November 2015

Face-to-face meetings from 4 November, 2015 to 30 March, 2016

Follow-up consultation to fill gaps and clarify

### May 2016

Strategic Plan endorsed by AMPC Board during meeting at CSIRO

### July 2016

Report on strategy development activities in the Annual Report on 1 July 2016

The consultative process by which the AMPC Strategy 2018-2022 was developed began in November 2015, with a view to its public release by 1 July 2017. Key dates are listed below.

#### October 2016

Face-to-face consultation with DAWR on 11 October 2016

#### January – May 2017

Continue face-to-face meetings with DAWR, PIC  
Written feedback sought  
Follow-up consultation to fill gaps and clarify

#### July 2017

Publicly release the AMPC Strategy 2018-2022 on 1 July 2017

#### November 2016

Follow-up consultation to fill gaps and clarify on 3 November 2016

#### June 2017

Submit AMPC Strategy 2018-2022 to DAWR for final review on 16 June 2017



## AUSTRALIAN MEAT PROCESSOR CORPORATION (AMPC)

Suite 1, Level 5  
110 Walker Street  
North Sydney NSW 2060

PO Box 6418  
North Sydney NSW 2059

Tel: **02 8908 5500**

Email: **[admin@ampc.com.au](mailto:admin@ampc.com.au)**

Website: **[ampc.com.au](http://ampc.com.au)**

**Disclaimer:** The Australian Meat Processor Corporation (AMPC), in publishing this document, is engaged in disseminating information, not rendering professional advice or services. AMPC, its authors and editors expressly disclaim any form of liability to any person in respect of anything done or omitted to be done by such person in reliance upon the whole or any part of the contents of this document.