



2020-21 ANNUAL OPERATING PLAN

AMIC is the voice of the Australian meat industry and our focus is to ensure our sector is recognised for the crucial role it plays in the agribusiness supply chain and for the prosperity of Australia's economy.

OUR ROLE

The Australian Meat Industry Council is the voice of Australian businesses in the crucial and complex post-farmgate meat industry. Our 1500 plus members employ tens of thousands of people and are significant contributors to their local economies. We are continually working towards a more competitive and prosperous meat and livestock supply chain that is good for members, good for industry and good for communities.

We do this by advocating for effective and strategic policy, supporting our industry on important issues and providing members with tools to build and grow their businesses so they remain competitive and profitable within the Australian and global supply chain.

OUR GOALS

- Increase profitability of our members
- To be a leading voice on industry issues
- Grow membership and engagement
- Increase innovation and continuous improvement
- Develop strong relationships that benefit our members

OUR MISSION

To increase profitability of our members through advocacy, innovation and delivery of services.

OUR VISION

A profitable and sustainable Australian post-farmgate meat supply chain, valued by the wider community.

OUR VALUES



INTEGRITY

We adhere to the highest ethical standards.



COLLABORATION

We work with others to achieve our goals.



INFLUENCE

We advocate respectfully on behalf of our members.



EXCELLENCE

We strive for quality and continuous improvement.



COMMUNITY

Members are at the heart of what we do.



Industry priorities

AMIC's industry priorities sit under our three strategic pillars of **Product, People and Business**.

Access to labour

Our industry directly and indirectly supports 135,000 jobs in Australia with labour accounting for more than half of a business's cost to operate. Members are challenged by labour deficits and a visa system not fit-for-purpose. Together with inadequate funding for training, this has led to many businesses not being able to operate at full capacity, with trying to fill job vacancies being an ongoing concern for the industry.

Food regulation

The red meat industry's food safety reputation is built on a strong framework of legislation, industry and government programs. Australia's meat industry and AMIC have implemented measures along the supply chain to ensure the safety, quality and integrity of Australian produce.

Animal welfare

AMIC and our members are committed to proper, stringent and accountable animal welfare practices across the supply chain. AMIC has a welfare committee focussed on understanding and implementing the best welfare practices and we have an independently assessed welfare certification system.

Energy efficiency

Energy cost and supply is one of the most significant concerns for our members, who are dealing with increasing costs, limited energy competition and restrictions for implementing cheaper and more sustainable options.

AMIC has partnered with EnergyAustralia to provide our members with cost effective energy solutions.

Market access

A Free Trade Agreement (FTA) is essential to gaining market access. However, FTAs are not enough to help our members maximise their market potential. With more than 70 percent of the beef and sheep meat produced in Australia being exported, improved market access has never been more important.

Small business management

Supporting the small businesses that are the backbone of our industry is critical to ensuring the overall health of our supply chain. Resources, tools and advocacy are essential to ensure our members are best placed to thrive in their business.

Post-farmgate at a glance

\$17.2bn

Australian red meat exports

\$11.3bn

Domestic red meat sales

\$4bn

Australian smallgoods market

3,394

Australian businesses

135,000

Direct and indirect jobs

5th largest

Australian export is red meat

Australia is the world's
**largest sheepmeat
exporter**

Australia is the world's
**2nd largest beef and
veal exporter, after
Brazil**

Australia consumed an
average of **6.8 kg** of
sheepmeat per capita
(4 times the global average)

Australia consumed an
average of **25 kg** per
capita of beef
(71% more than global average)

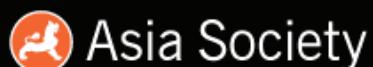
Industry stakeholders

AMIC continues to strengthen its relationships with key stakeholders through strong engagement with government departments, primarily the Department of Agriculture; strengthening our policy position on market access via international trade relationship programs; active working partnerships with industry associations; and continuing to develop our historically close relationships with key industry bodies, such as RMAC, AMPC, MLA, MINTRAC, AUS-MEAT and APL, who have been instrumental in helping us deliver outcomes for our members.

KEY ASSOCIATIONS



Australian Peak Shippers Association Inc. (APSA)



KEY INDUSTRY BODIES



OVERVIEW OF OBJECTIVES ALIGNED TO THREE STRATEGIC PRIORITIES

Objective	Strategic Priorities		
	Product	People	Business
PROCESSORS	Decrease regulatory burden and input costs		
	Increase/maintain market access		
	Effective government relations		
	Effective project and program management		
	Industry relationships		
	SME Hub		
	Traceability Grant		
SMALLGOODS & RETAIL			
	Develop advocacy policies		
	Increased membership and value		
	Marketing collateral updated		
	Integrated CRM and data health		
	Member engagement		
	Marketing campaigns and competitions		
	Engaged National Council		
	Engaged IRC		
EMPLOYMENT SERVICES	Smallgoods Summit and Retail events		
	Reduce labour and associated costs for members		
	Greater flexibility and less complexity for Awards, Enterprise Agreements and employment conditions		
	Improve relevancy and access to training in the meat industry		
	Increased member value		
PROJECT SERVICES	Continuous improvement of HR and IR service to members		
	Grant applications		
	Project management		
	AMIC partner program		
COMMUNICATIONS	AMIC industry training strategy		
	Regulatory and legal compliance		
	Community, member and stakeholder		
CORPORATE	Website and member portal development		
	Increased digital communications		
	Staff performance and development		
	Regular staff town halls and department meetings		
	Improved IT and cloud systems for online collaboration		

OBJECTIVE ACTIVITIES

PROCESSORS

Objective	Core activities
Decrease regulatory burden and input costs	<ul style="list-style-type: none">- Represent AMIC members in the industry-government Meat Modernisation Program- Industry input into new regulatory requirements and/or changes to existing regulatory requirements- Export legislation review- Develop policy positions on aggregated waste to energy; refrigeration energy efficiency opportunities; water recycling and energy recovery; value opportunities for by-products; red meat processing emissions
Increase/maintain market access	<ul style="list-style-type: none">- Undertake a market access prioritisation assessment with government- Management of market access programs: China Trade Group; and Halal Trade Group- Effective and timely management of market access disruptions
Effective government relations	<ul style="list-style-type: none">- Standing meetings with government stakeholders- Develop political advocacy strategy and positioning- Develop submissions and participate in government enquiries
Effective project and program management	<ul style="list-style-type: none">- AMIC Animal Welfare program- Beef Sustainability program- Sheep Sustainability program
Industry relationships	<ul style="list-style-type: none">- Develop working relationship with AMPC and research and development initiatives
Grants management	<ul style="list-style-type: none">- SME Hub- Traceability Grant

OBJECTIVE ACTIVITIES

SMALLGOODS

Objective	Core activities
Develop advocacy policies	<ul style="list-style-type: none">- Industry knowledge, skills and training- Cost of regulation - overlap and national harmonisation- National Food Safety Standards- Manufactured smallgoods consumption - nutrition and perception- Smallgoods Domestic Pork Product policy
Increase membership and value	<ul style="list-style-type: none">- Implement IRCs- Develop and execute Smallgoods Communication Plan- Promote AMIC's Employment Services- Bi-monthly smallgoods e-newsletter 'Charcuterie News'- Acquisition and retention plan
Marketing collateral update	<ul style="list-style-type: none">- Smallgoods membership proposal
Integrated CRM and data health	<ul style="list-style-type: none">- Smallgoods data gap analysis
Partnerships	<ul style="list-style-type: none">- Drive initiatives with MLA and APL
Engaged National Smallgoods Council	<ul style="list-style-type: none">- Ensure strong representation, governance and outcome-based actions
Smallgoods Industry Reference Committees (SIRCs)	<ul style="list-style-type: none">- Implement five SIRCs for QA Technical; Industry Standards; Communication, Response and Research; Smallgoods Domestic Pork; and Employment Relations
Smallgoods Summit	<ul style="list-style-type: none">- Develop event plan for 2021 Smallgoods Summit

OBJECTIVE ACTIVITIES

RETAIL

Objective

Develop advocacy policies

Core activities

- Product and food safety
- Small business
- Apprentice programs
- Training and education
- Shape policy to drive system reform

Increase membership and value

- Develop loyalty and recognition program
- Develop simplified national pricing model
- Monthly retail e-newsletter 'The Butchers Advocate'
- Acquisition and retention program
- Delivery of Helix Persona to members

Marketing collateral updated

- Retail membership proposal
- New member welcome pack collateral

Integrated CRM and data health

- Maintain database and record MRO activity
- Monthly statistics and activity report

Member engagement

- Continually engage with our members to ensure we are a connected, impactful and well-informed representative organisation

Marketing campaigns and competitions

- Love Your Local Butcher social media campaign
- Development of member promotions

Events

- Deliver regional, state and national Sausage King and Best Butchers Burger Competitions

Partnerships

- Develop annual 2020-21 AMIC Partner Program (national and state)
- Drive initiatives with MLA and APL
- Work with COSBOA to align AMIC retail policy agenda

Engaged National Retail Council

- Ensure strong representation, governance and outcome-based actions

OBJECTIVE ACTIVITIES

Objective

Core activities

EMPLOYMENT SERVICES

Reduce labour and associated costs for members

- Expand the promotion and implementation of the Launch into Work pre-employment program
- Attraction strategies and guidance material for members
- Q fever awareness and Q vaccination cost reduction

Greater flexibility and less complexity for Awards, Enterprise Agreements and employment conditions

- Simplification of Awards via member survey recommendations
- Changes to the Termination of Employment provisions
- Easier process for negotiating and approval of enterprise agreements

Improve relevancy and access to training in the meat industry

- Establish a working party of meat industry stakeholders to review the Australian meat industry training needs to 2030
- Member survey to gather accurate apprenticeship and traineeship data
- Pursue targeted apprenticeship and traineeship government subsidies and funding

Increase member value

- Schedule of bi-monthly webinars on key HR and IR topics
- HR/IR online conference

PROJECT SERVICES

Grant applications

- Identify prospective grants and projects

Project management

- Grant project management and development of plans in consultation with division GMs

AMIC Partner Program

- Manage industry partner relationships and agreed benefit arrangements

AMIC Industry Training Strategy

- Establish Meat Industry Training Alliance (MITA) Committee

COMMUNICATIONS

Community, member and stakeholder

- Communication calendar of eDMs, e-newsletters, social media content

Website redevelopment

- Public facing website redesign and development of member portal

Increased digital communications

- Development of webinars, video tutorials and member testimonials/case studies



Australian Meat Industry Council
Level 2, 460 Pacific Highway St Leonards NSW 2065
T. 02 9086 2200 E. admin@amic.org.au W. amic.org.au