



## **AMIC Strategic Plan: 2023 – 2026 and Beyond**









## TABLE OF CONTENTS

Chairman’s Introduction	4
Chief Executive Officer’s Introduction	5
Our Vision and Our Purpose	7
Our Values	9
Strategy Overview	10
Strategic Goals:	
One	13
Two	15
Three	17
Four	19
Five	21
Six	23



## **CHAIRMAN'S INTRODUCTION**

### **Gary Hardwick**



As we approach a new strategic period for the meat industry, I am feeling buoyant about what lies ahead.

Whilst there are certainly always a range of challenges, driven by both external forces in our local and global economies, supply chains, fixed costs and changing consumer demands, I feel confident in our ability as the peak industry body to provide education, value and stewardship to our members, and the wider Australian meat and livestock community.

I invite you to peruse our strategic plan that outlines our strategic goals and initiatives for the 2023 to 2025 period, and join myself and the board in supporting our talented team in driving us towards sustainable success.

**GARY HARDWICK**



## **CHIEF EXECUTIVE OFFICER'S INTRODUCTION**

### **Patrick Hutchinson**



The Australian Meat Industry Council (AMIC) has evolved remarkably over the past five years to be a leading voice, not only in the meat supply chain but in the food, agribusiness, trade (domestic and international) and workforce fields within industry, government and community.

Together with new and improved member services, dedicated portfolio areas to manage issues and strategic recruitment, AMIC continues to lead for members. This “first of its kind” AMIC Strategic Plan will not underpin

the foundation built, to meet and exceed members expectations and to underpin a legacy for the industry we work in.

I commend the AMIC Executive Team for their work in its development, the feedback from staff and the guidance of the AMIC National Councils and AMIC Board, as well as Leverage PR for their facilitation and development of this plan.

**PATRICK HUTCHINSON**







## **OUR VISION**

A profitable, viable and sustainable Australian meat industry, valued by the wider community.

## **OUR PURPOSE**

We deliver value for our members through advocacy, service delivery, and collaboration. We build capacity, drive innovation and forge system transformation.







## OUR VALUES

### **Integrity**

We adhere to the highest ethical standards, we conduct ourselves with respect and honesty, and manage our dealings with trust and transparency.

### **Collaboration**

We work collaboratively with members, industry, government, and the wider community to achieve our goals.

### **Influence**

We advocate respectfully on behalf of our members and the wider industry with a strong, informed, and respectful voice.

### **Excellence**

We conduct ourselves in a professional and accountable manner and strive for excellence and continuous improvement.

### **Community**

Members are at the heart of what we do.



## STRATEGY OVERVIEW

AMIC's Strategic Plan establishes a clear growth agenda and clarifies our role, defines key goals and how they align to industry, organisational and stakeholder priorities.

- Implements an organisation wide strategy and planning process.
- Promotes and supports all AMIC members ensuring collaboration at all levels.
- Builds a solid foundation to ensure the industry can prosper and can grow into the future.
- Is delivered to enhance communications and collaboration, marketing / media, leadership and integrity, governance, diversity and inclusion, sponsors and partners, people, and culture.











## **STRATEGIC GOALS — ONE**

### **INCREASE THE PROFITABILITY AND VIABILITY OF OUR MEMBERS**

To support members to be more profitable and viable, AMIC will undertake:

- Advocacy and representation to limit costs, remove trade barriers and reduce regulatory burden.
- Promoting our members and their products via hosting events and competitions.
- Provision of services and offerings to members by AMIC and third-party providers.
- Review and ongoing improvement of services offered via annual member feedback survey.
- Utilization of supply chain data, shared and leveraged in a secure way, to drive profitability and unlock new business opportunities.

#### **How will this be measured:**

1. Identification, prioritisation, and review of services which will have the greatest fiscal impact on members.
2. Estimation of monetary benefit of reduced regulatory burden, lower input costs and generated demand stemming from AMIC advocacy, services, and member discounts.
3. Conduct an annual member survey that continually engages with members to understand emerging needs and challenges, to capture value perceived by members, to monitor program impact and outcomes, to identify areas that need further support and the impact of changes taking place.
4. Develop a full data integration strategy to leverage state and national insights.







## **STRATEGIC GOALS — TWO**

### **TO BE A LEADING AND TRUSTED VOICE ON INDUSTRY ISSUES**

Representing our members and the wider industry, AMIC will:

- Influence policy and maintain effective high-level stakeholder and government relationships.
- Present a strong, informed, and compelling voice across all forms of media.
- Maintain access to and be a contributing voice at key forums and consultative committees to represent member interests.
- Establish strong and vetted policy positions through new AMIC policy standard, underpinned by member reference committees, national councils and the AMIC Board.
- Publish policies on the AMIC website.

#### **How will this be measured:**

1. Monitoring and benchmarking performance of AMIC messaging across all media (ongoing metrics and specific case studies).
2. Tracking direct media and communications engagement (media releases, interviews, and responses to enquiries).
3. Identification of member advocacy needs as part of annual member survey.
4. Measure and track quarterly traffic on the AMIC policy webpage.







## **STRATEGIC GOALS — THREE**

### **BOOST MEMBERSHIP ENGAGEMENT AND DRIVE GROWTH**

To underpin engagement with members and grow membership, AMIC will:

- Tailor engagement, communications, and services programs to target member segments.
- Improve digital engagement and traffic to AMIC website and member portal.
- Increase opportunity for targeted member feedback.
- Deliver member leadership and aspirational programs, including succession planning, promoting young talent, and fostering diversity.
- Streamline targeted onboarding processes for members that highlight value and maintain engagement.

#### **How will this be measured:**

1. Set membership targets (number of members and total revenue as well as maintain, lose, grow metrics) across each group.
2. Increase in the percentage of members we interact with (quarterly and annually) across each group as captured in the CRM.
3. Increased attendance and improved quality (net promoter score) of events (SK, AOTY, ACE, Processor Conference, MBW (Meat Business Women), webinars)
4. Launch of new competitions and development programs (Young Processor / Smallgoods Person of the Year, MBW - one to watch).







## STRATEGIC GOALS — FOUR

### INCREASE INNOVATION AND CONTINUOUS IMPROVEMENT WITHIN AMIC

To continually lift the bar in how we deliver value to members, AMIC will:

- Provide modern, integrated, and secure infrastructure as an enabler for staff.
- Provide staff with a structured development and performance management process.
- Regularly engage staff via in person and virtual team member briefings, to encourage collaboration and provide sense of organisational direction.
- Enhanced AMIC governance program that encourages participation from members within committees and councils.

#### How will this be measured:

1. Implement AMIC policies across professional development, performance review, payroll, IT, and workplace environment.
2. All staff have professional development plans in place, reflecting relevant training programs, conferences, and events to address agreed development priorities.
3. Staff onboarding program documented and rolled out for new team members, including media training, social media training and management training.
4. Independent employee engagement survey undertaken annually, with targets set.
5. Increased number of new members represented on board, national and state councils, and internal committees.







## **STRATEGIC GOALS — FIVE**

### **DEVELOP STRONG EXTERNAL RELATIONSHIPS THAT BENEFIT OUR MEMBERS**

As relationships are central to all our services, AMIC will:

- Identify and develop relationships with critical organisations, associations, industry bodies and partners that can be influenced and leveraged to provide greater outcomes for the industry and our members.
- Identify and map international organizations, NGOs, regulatory bodies, and government departments, and state and federal ministers where AMIC has existing relationships and strengthen where relationships can be improved.
- Internal document to be developed outlining all key relationships (identify stakeholder, calculate member benefit, assess relationship, clarify objective) and nominating lead AMIC contact.

#### **How will this be measured:**

1. Tracking key external relationships and interactions in CRM to generate reports of how AMIC is tracking against priorities.







## **STRATEGIC GOALS — SIX**

### **STEER INDUSTRY TOWARDS A SUSTAINABLE FUTURE, MAINTAINING SOCIAL LICENSE AND MINIMIZING REGULATORY BURDEN**

In promoting the meat industry's sustainability story and in collaborating with partners to lift the bar further, AMIC will:

- Support members to respond to legitimate new supply chain transparency demands.
- Work with industry and government partners to improve and promote science-based welfare standards, and address gaps in the supply chain where welfare issues/risks emerge.
- Support members in their efforts to understand, measure and reduce their emissions and empower them to navigate emerging market and regulatory requirements.
- Guide R&D to address sustainability gaps and lift industry standards.
- Leverage diverse partnerships to amplify industry initiatives and defend credentials, fostering a sustainable meat industry.

#### **How will this be measured:**

1. Community and consumer survey measuring support for AMIC member practices (based on existing industry surveys)
2. Survey members to seek regular feedback on sustainability advice, tools, crisis response and advocacy provided by AMIC (expressed as a net promoter score)
3. Share of livestock processed under AAWCS (Animal Welfare Certification System) certification and number of members using AAWCS to underpin branding.
4. AMIC staff have adequate skills to respond to, and provide advice, on emerging sustainability areas.













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.

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