

Australian Pork Limited

AUSTRALIAN
Pork™

APL stakeholder consultation 2022



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I. Introduction

This document is an overarching consultation plan, that outlines Australian Pork Limited's (APL) approach to consultation, sharing the mechanisms used and consultation activities APL undertakes with our levy payers and other stakeholders.

Our levy payers are the producers, both APL Members and non-Members, who fund the payment of the levy per pig to APL via collection at export and domestic processors across the nation.

Other stakeholders include export and domestic pork processors, transport partners, industry consultants including veterinarians and nutritionists.

The 'Guidelines for Statutory Funding Agreements' is mandatory under the Statutory Funding Agreement and includes three relevant Key Performance Indicators to the "Best Practice Guide to Stakeholder Consultation" as provided by DAFF:

1.1 Strategy prioritisation and development processes include appropriate consultation plan, based on the "Best Practice Guide to Stakeholder Consultation".

1.2 Demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1.

1.3 Demonstrated incorporation of industry stakeholder feedback on RD&E priorities and activities. Where incorporation is not possible, demonstration of feedback to a stakeholder/s on why incorporation was not possible.

2. Guiding principles

Our stakeholder consultation is guided by the six key principles that DAFF outlines in the “Best Practice Guide to Stakeholder Consultation”

- transparent
- accessible
- straightforward
- well planned
- fit for purpose
- responsive.

These principles underpin meaningful, best practice consultation that is intended to be conducted in a genuine, frank, and respectful manner. Trust should be at the core of interactions between APL, industry organisations and levy payers.

Further definition of these 6 key principles:

2.1.1 Transparent

RDCs must be transparent about their operations and expenditure, and the setting and implementation of research, development and extension (RD&E) [and marketing] priorities and activities. RDCs have a responsibility to be accountable to their stakeholders and an obligation to make any information related to performance available to their stakeholders. RDCs should:

- be upfront with stakeholders about consultation expectations by clearly documenting and communicating roles and responsibilities of the RDC, industry representative bodies, industry participants and other stakeholders, including the degree in which they will consult and when and how their views will affect the project or activity
- be open to, and willing to accept feedback from stakeholders
- demonstrate in a timely and respectful manner how stakeholder input has been incorporated
- where stakeholder input cannot be incorporated, be clear about why not
- communicate key decisions relating to members and levy payers, including Board deliberations, and opportunities for input
- be transparent about why information cannot be shared if unable to be completely transparent with stakeholders (for example if the information is confidential and cannot be publicly shared)
- utilise platforms and forums such as AgriFutures Australia’s growAG. and evokeAG. to share and engage.

2.1.2 Accessible

RDCs should ensure information is provided in a format that is easy for stakeholders to understand, through a variety of means that enables them to consult in the easiest and most appropriate way to suit their needs. RDCs should:

- use plain English, particularly when the issue is complex in nature
- ensure the presentation, format and platform is easy to understand and appropriate
- include summaries in written communication to ensure stakeholders can quickly identify information relevant to them
- adapt or modify the consultation approach depending on the need of the stakeholder/s, with online options where appropriate
- publish key information and research on website or other platforms, which are easily searchable
- ensure that all stakeholders are provided an opportunity to contribute
- respond promptly to the stakeholders and show a genuine interest in their queries.

2.1.3 Straightforward

RDCs should consider the needs and competing priorities of their stakeholders to ensure that they are able to consult in the most appropriate and simplest way. RDCs should:

- ensure that stakeholders are aware of the time commitment expectations and ensure consultation is efficient
- be understanding of demands already on their stakeholders, including other consultation processes, and seasonal considerations
- monitor and evaluate where stakeholders rely on and appreciate regular consultation and where stakeholders are feeling over-consulted
- consider targeted or group requests to reduce the burden on stakeholders and improve efficiency, particularly for smaller industries input is sought from the same stakeholders
- where possible, streamline consultation across RDCs, for example where a stakeholder may farm multiple commodities
- use trusted and established industry pathways to communicate with stakeholders.

2.1.4 Well planned

RDCs should plan well ahead, and give stakeholders advance notice about how they will be consulted and provide adequate time for them to prepare feedback and advice, to achieve meaningful input.

RDCs should:

- ensure consultation is purpose-driven, timely, appropriate, and adaptable
- have realistic timeframes, taking account of seasonal pressures (i.e., sowing, harvesting, and pruning), public holidays, the end of financial year and holiday periods, and being aware of competing activities
- engage stakeholders early so stakeholders can plan and prepare their input
- where a project is large and is likely time consuming, provide stakeholders multiple opportunities to provide feedback
- recognise and link into industry events and annual general meetings.

While considered consultation is best practice, there will be instances where shorter consultation timeframes are required – for instance on a critical emerging issue (e.g., biosecurity, international trade, or suddenly emerging management or organisational matters). On these occasions, an explanation should be given why the timeframe for consultation is short.

2.1.5 Fit for purpose

RDCs are expected to balance the long-term, short-term, high and low risk RD&E [and marketing] activities. Industries have a diverse range of stakeholders and there will inevitably be different needs and expectations to be managed. RDCs should:

- know what their stakeholders want and need to know and ensure consultation is tailored accordingly
- ensure that the consultation approach is adaptable and tailored to the audience and/or levy payers and considers their priorities
- base consultation on the most appropriate methodology (e.g. co-design, seeking comments on options to deliver an outcomes etc)
- adjust consultation depending on the issues under consideration, who needs to be consulted, and the available time and resources. Examples of ways to consult include, but are not limited to:
 - Discussion papers
 - Surveys
 - Calls for comment or feedback
 - Newsletters

- Forums, workshops or networks
- Extension events, conferences updates
- Social media
- Publications
- Website
- Webinars

2.1.6 Responsive

As part of their SFAs, RDCs are required to undertake monitoring and evaluation. This includes a commitment to communicate and demonstrate the results of RD&E [and marketing] activities and investments to stakeholders. RDCs should:

- collect data on what consultation methods are most effective (for example, which type of consultation yielded the most responses or resulted in the most information provided)
- regularly evaluate and review the ways that they consult stakeholders to ensure that they are effective
- look for informal opportunities to seek feedback and review performance
- be evidence-based and accountable to stakeholders
- be aware of stakeholder consultation fatigue and adjust consultation accordingly.

RDCs are encouraged to publish their plans for how they will monitor and evaluate their overarching consultation plan on their website.

3. Australian Pork consultation process

The provision of the 6 key principles is the perfect opportunity for APL to consider how we are going to engage with industry moving in to 22/23, and how the principles are implemented within that engagement.

The goal of enhancing our stakeholder consultation and engagement is to ensure that industry is satisfied that APL is listening, understanding, and supporting their needs in the most effective and responsive manner possible. The further outcome of this will be excellent communication, effective use of all resources and a strong, positive relationship between APL and stakeholders.

The three steps to enhancing our consultation plan will be

1. share the 6 key principles and key elements of best practice with our levy payers and stakeholders in several formats of communication

2. share the elements of consultation – organisational governance, process and activity, and communication methods, with our levy payers and stakeholders in the format above (current, enhanced, key principles utilized), and seek feedback
3. share the draft strategy with our industry delegates for final review in November.

Success of the enhanced consultation plan will be measured by feedback from industry, in particular our members and their elected delegates. Feedback will be sourced as part of our quarterly producer surveys, calls to members and delegates and at our biannual member & delegates forums.

There are three key elements of our consultation plan – organisational governance, process and activities, publications and communications. As there are over 25 touch points for consultation listed below it remains important for APL to consider the needs of all stakeholders when communicating information or requesting information or feedback.

Recognising that in today’s busy and ever-changing environment time is the most valuable commodity. With this in mind, in principle our written and digital communication to industry stakeholders will be as wide as practical, and open to feedback from all.

Our specific emails or phone requests for feedback and information will be shared with member producers, delegates or targeted stakeholder groups. Elected Delegates will be consulted where industry is required to support a decision-making process.

3.1.1 Organisational Governance

These are the key areas of information that APL makes readily accessible to our levy payers and other stakeholders.

Current	Enhancement	Key Principles
Annual Report & Annual Operating Plan	Further consultation with Delegates during preparation of both. Providing adequate time for feedback	Transparent Well planned Responsive
Australian Pork Limited Strategic Plan	Regular updates on progress with Delegates and members at our biannual Delegates and Producer forums	Transparent Accessible Well planned Responsive
Supporting Corporate policies and documentation	Consultation with Delegates on major changes	Transparent Straightforward Fit for purpose Responsive

3.1.2 Process and activities (including research development, extension and marketing investment decisions)

These are the consultation activities and processes that APL will undertake to actively consult with our levy payers and other stakeholders.

Current	Enhancement	Key Principles
Design led workshops on the development and selection of projects (idea generation and prioritisation stages), through the Research and Innovation and Producer Relations teams	Utilise for a greater amount of the projects	transparent accessible fit for purpose responsive
Encouraging producers to submit research ideas via the 'always open system'	Share the opportunity to participate and calendar of events in a wider range of communication e.g. APL Update newsletters, Producer and Delegate forums	transparent accessible well planned fit for purpose
Quarterly briefings with producers and wholesalers	Share the opportunity to participate and calendar of events in a wider range of communication e.g. APL Update newsletters, Producer and Delegate forums	transparent accessible straightforward well planned fit for purpose
Member elected Delegates Forums, held	Further involve Delegates in the formulation of	transparent accessible

twice a year.	the agenda, and content facilitation.	straightforward well planned fit for purpose responsive
Formulation of Policy Reference Group – meeting bi annually	Build on the creation of this reference group by listening to the feedback and enhancing the agenda and the process.	transparent straightforward well planned fit for purpose responsive
Increased frequency of meetings with supply chain partners	Share outcomes more effectively with relevant stakeholders	transparent responsive
Attending, and providing information at state pork organisation meetings	Continue to build relationships with State Pork organisations, utilizing feedback. Share outcomes more effectively with relevant stakeholders Reinstate State Pork / State Farming organisation meetings as part of the biannual Delegates forums	transparent accessible fit for purpose responsive
Facilitation of the Pork Processors Reference Group -	Resume face to face meetings in locations around the nation to	transparent accessible straightforward

biannually	improve communication and understanding of localized issues	well planned fit for purpose responsive
Creation of a dedicated Producer Relations team, APL members are assigned to a Producer Relations team member for regular 6 weekly contact	Share feedback from Producers more effectively with the wider APL team by escalating through the Operational Leadership team	accessible straightforward fit for purpose responsive
One-on-one producer engagement on key issues and Research Development, Extension and Marketing outcomes	Share the opportunity to participate and calendar of events in a wider range of communication e.g. APL Weekly update, Producer and Delegate forums	transparent accessible straightforward fit for purpose responsive
Quarterly Pig Production forecasts created from producer obtained information and feedback	Continue to simplify the data collection process and the format in which the information is presented back to industry. Program quarterly on the second month of each quarter	transparent well planned fit for purpose responsive
Annual consultation with producers on	Continue to work with a wider group of producers to	transparent accessible fit for purpose

improvements to the industry quality assurance program	gain feedback on opportunities for improvement	responsive
Producer elected APL Board Directors	Look for additional ways to leverage the involvement and feedback of the Producer elected APL Board Directors e.g. at Delegates and Producer Forums	transparent accessible well planned fit for purpose responsive

3.1.3 Publications and communications

This is the range of documents and other mechanisms that enable industry stakeholders to see their input reflected in activities and projects and receive ongoing invitations to engage on these activities.

Current	Enhancement	Key Principles
Quarterly Member surveys, including understanding of initiatives adopted of producers	Implement a structured program of quarterly surveys, commencing July 4 Share outcomes more effectively with relevant stakeholders	transparent accessible straightforward well planned fit for purpose responsive
Monthly editions of the Australian Pork Newspaper	Continue to provide relevant information to a wide range of stakeholders	accessible straightforward fit for purpose
Biannual Producer forums and webinars	Further involve members in the formulation of the agenda, and content facilitation.	transparent accessible straightforward well planned

		fit for purpose responsive
Weekly editions of the APL Update to over 5000 industry participants	Continue to listen to feedback from stakeholders to improve format and content	transparent accessible straightforward fit for purpose responsive
Emergency animal disease updates to over 5000 industry participants as required	Continue to listen to feedback from stakeholders to improve format and content	straightforward fit for purpose responsive
Ad hoc and emergency contact via a levy payer register	N/A	accessible straightforward fit for purpose
Podcasts, social media, media, TV, radio and other online channels.	Continue to listen to feedback from stakeholders to improve format and content	transparent accessible fit for purpose responsive
An updated industry facing website, incorporating more user friendly functionality and more relevant concise information	Monitor content and analytics to ensure continuous improvement . Act on feedback from stakeholders to improve format and content	transparent accessible straightforward fit for purpose responsive

Feedback on this plan and APL's performance against this plan is welcome via <mailto:apl@australianpork.com.au>.

Australian Pork Limited will monitor and evaluate this overarching consultation plan on an ad-hoc basis through the various forums mentioned above, and annually in a more in a more structured process by including a relevant question in one of our quarterly producer surveys and by seeking feedback via our APL Update e-newsletter (5000 plus subscribers across all areas of industry) in advance of the annual performance discussion with DAFF.



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