



**Policy Advisory Groups
Charter**

Date: March 2025

Contents

Introduction	3
Responsibilities of the Policy Advisory Groups.....	3
Responsibilities of the PAG Members	4
Policy Advisory Group Membership and Term.....	4
2025 National Council PAG Resolutions	5
Stakeholder Liaison.....	5
Authority of Policy Advisory Groups.....	5
Policy Advisory Group Meetings.....	6
Attendance at Policy Advisory Group Meetings.....	6
Agenda and minutes of Policy Advisory Group meetings	6
Reporting by Policy Advisory Groups.....	6
Publication of the Policy Advisory Group Charter	6
Review of Policy Advisory Group, charter and composition	6
Annexure A: Policy Advisory Group - Code of Conduct	7

Introduction

The purpose of this charter is to document the objectives, responsibilities, and administration of the Australian Dairy Farmers (ADF) Board's advisory committees (known Policy Advisory Groups) as delegated by the Board.

The objective of the Board Policy Advisory Groups (PAGs) is to progress the development of strategies and initiatives to support ADF's policy, advocacy, representation and service responsibilities.

The four Policy Advisory Groups are:

- **Economics and Trade**
- **People and Communities**
- **Farm Operations**
- **Land Use, Water and Environment**

Responsibilities of the Policy Advisory Groups

The purpose of the PAGs is to provide high-quality strategic advice on targeted policies, programs, projects and initiatives for the ADF Board and National Council - to progress the development of strategies and initiatives to support ADF's policy, advocacy representations and service responsibilities. The PAGs are formal committees of the Board and are responsible to the Board via the National Council.

Their primary function is to assist the Board and National Council by fulfilling the following responsibilities:

- Recommend policy settings to the Board via the National Council;
- Anticipate and research potential policy settings, interpret implications for the dairy industry, and assist in formulating ADF strategies and policies;
- Assist in formulating strategies and policies for the ADIC for issues impacting the whole of the dairy supply chain;
- Consult with and provide feedback to key industry partners and stakeholders, including State Dairy Farmer Organisations, Australian Dairy Products Federation (ADPF), Australian Dairy Industry Council, Dairy Australia, Animal Health Australia and National Farmers Federation.

The PAGs advice will be considered within the context of government policy and the strategies and directions of key industry partners and stakeholders, such as Dairy Australia's Strategic and Operating Plans.

Specifically, the PAGs are purpose driven groups guided by policy, advocacy, representation and service priorities identified in the ADF Strategy. PAGs have the capacity to draw upon a pool of skills, knowledge and interests, as reflected in the composition of each group's membership.

These groups provide an industry, regional and geographic perspective on topics and issues relevant to each area covered by a PAG.

Responsibilities of the PAG Members

Each PAG members will be tasked with:

- Maintaining knowledge in the policies relevant to their PAG's scope;
- Gathering information/feedback from other farmers and constituents as far as is practicable on the topics to be discussed at meetings;
- Attending all meetings possible and preparing for meetings and consultations appropriately, including pre-reading;
- Contribute to policy discussions drawing on the knowledge, consultation and pre-reading;
- Make evidenced based decisions on submissions and other policy and advocacy processes that advance the interests of the entire dairy industry;
- Nominating or endorsing a member of the PAG to represent the PAG on an ADF taskforce that is within the scope of the PAG as required;
- Nominating or endorsing a member of the PAG to represent ADF on a NFF committee relevant to the PAG's scope.

The NFF committees for each PAG are:

Economics and Trade PAG

- NFF Trade Committee
- NFF Economic Policy and Farm Business Committee

People and Communities PAG

- NFF Workforce Committee
- NFF Telecommunications and Social Policy Committee

Farm Operations PAG

- NFF Farming Systems Committee

Land Use, Water and Environment PAG

- NFF Sustainable Development and Climate Change Committee
- NFF Water Committee

Attendance of a meeting by a PAG member requires a verbal report back to ADF, and the PAG at the next available opportunity. A written update can be provided to ADF and PAG members.

Policy Advisory Group Membership and Term

Policy Advisory Groups (PAG's) members will be appointed each year by the Board on the recommendation of the National Council. Membership to PAG's is confined to ADF Business Members and each PAG will consist of a minimum of six ADF Business Members.

Expressions of Interest (EOI) will be sought in the first quarter of each year from ADF Members to nominate for a position on a PAG. On receipt of the application an assessment is made by the National Council and will give due consideration to skills, experience, interest, workload and geographic location prior to recommendations being made to the Board.

The National Council may also recommend to the ADF Board the appointment of independent members (such as Dairy Australia or ADPF representatives) to a PAG. It should be noted that

Independent Members are not eligible to vote on policy positions and PAG recommendations to the ADF Board will be determined only by ADF members (dairy farmers).

The PAG members, taken collectively, will have a broad range of skills and experience relevant to the focal subject matter of the group. No more than three National Councilors will be included in each Policy Advisory Group.

2025 National Council PAG Resolutions

The following resolutions were made in relation to 2025 PAG membership.

- PAG member term limits will be paused until a reserve of EOI candidates is available.
- PAG members will be appointed on a 12-month basis.
- PAG membership will commence being staggered to ensure a quorum of members remain on a PAG during any one EOI process.
- Each PAG shall be made up of *up to* eight (8) people who represent one dairy region each. However, additional PAG members and/or multiple representatives from a single region may be approved by the National Council (should not all regions have EOI applicants).
- Proxy members may be nominated and are encouraged to attend PAG meetings as observers (as observers they are not eligible to vote on policy positions or PAG recommendations).
- The Chair of each PAG will be selected by the respective PAG members. Nominations will be sought by the secretariat and appointment made at the first meeting, or as soon as practical.

Stakeholder Liaison

ADF encourages effective communication with stakeholders and has strategies in place to that effect. ADF stakeholders include Members, other industry bodies (such as Dairy Australia, the ADPF, and dairy processors), State and Federal governments, employees and the community. The ADF Board will delegate stakeholder liaison activities to PAGs from time to time.

Media and general advocacy activities will be coordinated on behalf of the PAG by ADF. The PAG Chair may propose actions, and these will require sanction from the ADF President or CEO prior to proceeding. Outcomes of any such media or advocacy meetings will be advised to ADF in a reasonable timeframe.

Authority of Policy Advisory Groups

The PAGs have no executive power over their findings and recommendations.

The Board authorises the PAGs, within the scope of their responsibilities, to obtain any information it requires from any employee or external party. In cases where it is expected that this will be at ADF cost the entitlement is conditional upon the Chairman's prior approval.

Policy Advisory Group Meetings

The Committees will meet as appropriate to fulfill the committee's responsibilities, with a target of meeting at least once per year face to face, and ideally two to three times per year in total.

At least one of the meetings will include relevant representation from Dairy Australia to discuss and provide input to the Dairy Australia Strategic and Operating Plans.

Attendance at Policy Advisory Group Meetings

Meetings can be held in person or by telephone or video conference. Where travel is involved, where possible, meetings should be held to coincide with other meetings to minimise costs.

Agenda and minutes of Policy Advisory Group meetings

The ADF Policy Manager will appoint a person to provide secretariat support to each PAG. The secretariat will ensure an agenda is prepared for each meeting and supporting papers are circulated, after approval of the Chair, one week before the meeting. The secretariat will ensure minutes of the meeting are prepared and maintained.

PAG members must declare any conflicts of interest at the start of each meeting or before discussion of a relevant agenda item or topic. These declarations are to be minuted.

Reporting by Policy Advisory Groups

The Chair of each PAG will report verbally to the next National Council meeting. The report should cover the findings and recommendations of the PAG. The minutes of all PAG meetings will be circulated via Board and National Council meeting papers.

Publication of the Policy Advisory Group Charter

This Charter will be available to each member of the Board, National Councilors, each PAG member, ADF member's external auditors and stakeholders. A copy of this Charter is available on the ADF website in the Members area.

Review of Policy Advisory Group, charter and composition

Expressions of Interest (EOI) notifications will be sent to all ADF Business Members in the first quarter of the new year, to provide them with the opportunity to join a PAG, and members will have approximately four weeks to register their interest.

Existing PAG members will also need to register their interest yet will continue in their capacity as a member of a PAG until the composition of the PAG's are reviewed and ratified by the National Council at the first available meeting.

The Board will review the composition of the PAGs and ratify the PAG Charter as required.

Annexure A: Policy Advisory Group - Code of Conduct

1. All members of the Policy Advisory Group (PAG) members will use reasonable endeavours to attend scheduled PAG meetings. Members unable to attend a meeting must arrange for a proxy to attend on their behalf.
2. A PAG member must act honestly, in good faith and in the best interests of Australian Dairy Farmers (ADF).
3. All PAG members are expected to utilise their range of relevant skills, knowledge and experience for all matters discussed at PAG meetings.
4. PAG members must commit to the collective, group decision-making processes of the PAG. In order to arrive at a suitable collective decision, PAG members will debate issues openly and constructively and be free to question or challenge the opinions presented at meetings where their own judgment differs from that of other PAG members.
5. PAG members will always respect the contributions of other PAG members in any debate or discussion.
6. PAG members have an obligation to be independent in judgment and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the PAG.
7. A PAG member must not take improper advantage of their position as a member of a PAG.
8. Confidential information received by a PAG member in the course of exercising their duties must not be disclosed to other parties, including media, unless the disclosure has been authorised by ADF or is required by law. A breach is the responsibility of the PAG member.
9. A PAG member will not engage in conduct likely to discredit ADF.
10. A PAG member has an obligation at all times to comply with the spirit of the Code, as well as the letter of the law and with the principles of the Code.

I have read and accept the principles of the Code of Conduct and the requirements for being a member of an Australian Dairy Farmer Policy Advisory Group.

.....
Signed: PAG member

Date

Print name:.....