

National Livestock Identification System (NLIS) Uplift Governance Group

2023-24 Terms of Reference

1 Purpose

The Australian Government approved funding of \$22.5 million to Integrity Systems Company Limited (ISC) to enhance the National Livestock Identification System (NLIS) database and its supporting systems by 30 June 2026. The NLIS database uplift project will involve the scoping and build of a new national traceability platform to replace the existing NLIS database, as well as a change management program to phase out and transition to a new platform. The project will help to ensure the NLIS database remains contemporary, fit-for-purpose, and continues to meet the future demands from consumers and international markets. The project is being delivered through an iterative, user centred design approach and agile delivery.

The NLIS Uplift Governance Group (the group) is a decision-making body that provides project governance oversight and strategic direction to ensure the NLIS database uplift (the project) is delivered in accordance with the agreed purpose, objectives, and outcomes (as set out in the grant agreement executed by the Commonwealth and ISC on 19 June 2023).

The group comprises representatives from the Commonwealth, state and territory governments, and industry members to ensure that the project meets the needs of interested stakeholders. Members were appointed based on personal expertise and a skills mix across different sectors and are not representing their organisation.

The group is part of the broader project governance framework which also includes grant management, the ISC project team, and stakeholder reference groups.

2 Roles and responsibilities

The group will:

- set the strategic direction of project delivery including considering outcomes from the discovery phases of the project
- provide high-level oversight of the project against defined objectives, deliverables and milestones
- provide agreement of key documents, including project plans and reports
- provide agreement of system release plans
- review and monitor project risks and mitigation activities
- ensure the project is effectively engaging with stakeholders

- ensure decision-making is transparent and project progress is effectively communicated to stakeholders
- report quarterly to the Deputy Secretary, Agricultural Trade Group, DAFF, at key decision points throughout the project, including on issues requiring escalation.

The following is out of scope:

- The group is not responsible for the operational or financial aspects of the grant arrangement; this responsibility sits with the Commonwealth who will approve project milestone reports and associated milestone payments.

3 Membership

The group will comprise the following members:

- First Assistant Secretary, Trade and International Division, Department of Agriculture, Fisheries and Forestry (DAFF)
- First Assistant Secretary, Traceability, Plant and Live Animal Exports Division, DAFF
- Executive Director, Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES), DAFF
- Executive Director, Biosecurity, Department of Economic Development, Jobs, Transport and Resources, Victoria
- Executive Director, Biosecurity and Animal Welfare, Department of Industry, Tourism and Trade, Northern Territory
- Independent Chair, SAFEMEAT Advisory Group
- Chief Executive Officer, Red Meat Advisory Council (RMAC)
- A representative of Livestock SA

Only members may vote.

The group will receive advice from industry and subject matter experts at varying stages of the project including from:

- Technical advisor
- NLIS Database Technical Reference Committee
- NLIS Database Uplift Reference Groups

The following are standing invitees:

- Integrity Systems Company Limited (ISC)
- Chair, NLIS Database Technical Reference Committee
- Chair, NLIS Database Uplift Reference Groups

The following are standing observers:

- Meat and Livestock Australia

Other guests may be invited to present and/or contribute to discussions with agreement from the Chair.

4 Expectations of members

It is the responsibility of members to ensure they:

- give appropriate consideration to papers, both in session and out-of-session
- attend and provide contributions in meetings
- action decisions arising from meetings according to agreed timeframes and report on progress; and
- engage with supply chain participants/members to inform views and ensure that the project meets the needs of stakeholders.

5 Proxies

Proxies (excluding persons formally acting in positions that attract committee membership) are to be considered and approved by the Chair prior to a meeting.

Proxies shall have voting rights at the attended meeting. Proxies are expected to debrief the member they are representing following the meeting.

6 Meetings

The group will be chaired by the First Assistant Secretary, Trade and International Division, DAFF. In their absence the meeting will be chaired by the Acting First Assistant Secretary, Trade and International Division, DAFF or proxy.

The group will meet quarterly, or more frequently as required, with agreement from the Chair. The group's forward schedule is a standing agenda item and includes an outline of upcoming meetings and items for consideration.

A quorum will comprise four members: the Chair and three members.

Where a majority vote cannot be reached by the group, the Chair will make the final decision.

7 Out of session

The group may consider papers out-of-session, including monthly dashboard reports, with a minimum of four working days to provide feedback.

Decisions will be circulated to the group via the Chair and will be mentioned and recorded in the minutes of the next scheduled meeting.

8 Project reporting

ISC will provide a monthly dashboard report to the secretariat for circulation to members for noting out-of-session and a quarterly performance report which will be presented to the group at the meeting for consideration and approval.

The monthly dashboard report will include, at a minimum:

- high level progress against agreed project KPIs, and
- high level project risks and mitigations.

The quarterly report will include, at a minimum:

- activities completed in the previous quarter
- activities planned for the next quarter
- overall project status (green, amber, red)
- performance against milestones and deliverables
- communication and engagement activities
- project risks and mitigation strategies
- project budget and expenditure against grant funding by activity
- advice on any decisions required
- IP register, and
- details of subcontracting arrangements.

An annual project progress report will be presented to the group in accordance with project milestones.

9 Group reporting

The group will be required to report quarterly to the Deputy Secretary, Agricultural Trade Group, DAFF. The report will be prepared for the Chair by the secretariat and include:

- a summary of decisions
- meeting minutes, and
- any issues requiring escalation.

Information about the group will be made available on the NUGG webpage hosted by DAFF.

10 Conflicts of interest

All members are required to complete a conflict-of-interest declaration which will be held by the group secretariat. If a member becomes aware of an actual or perceived conflict of interest, the member must notify the Chair immediately and fully disclose relevant information relating to the conflict. The Chair will determine what steps are reasonably required to resolve or otherwise deal with the conflict.

11 Confidentiality

Meeting materials are on a need-to-know basis as required for members to carry their expected roles and responsibilities. Items that are not for distribution will be clearly labelled and must be handled accordingly.

Only the Chair can make public statements about the deliberations of the group.

12 Secretariat

The group secretariat will be provided by DAFF. The secretariat will liaise with member agencies to ensure the smooth running of the group.

The agenda will be circulated to the group ahead of the meeting.

Meeting papers must be submitted to the secretariat no later than seven working days prior to each meeting. Meeting papers will be provided to members at least four working days prior to each meeting.

A summary of meeting actions and outcomes will be circulated to the group in the days following the meeting.

Minutes of each meeting will be circulated to the group for endorsement out-of-session no later than four weeks following the meeting. Minutes will summarise discussions and record any decisions taken or recommendations made by the group and shall not purport to be a transcript of discussion.

13 Governance working structure and consultation framework

Please contact the secretariat via nugg.secretariat@daff.gov.au for a copy of the framework diagram.

14 Review

To ensure the group is working effectively, a six-monthly evaluation will be undertaken managed by the secretariat and provided to the group in session. This will include reviewing the group's membership, terms of reference and forward schedule.

15 Sunset period

The group will be disbanded once the final project report has been accepted (noting the final project report is due 31 July 2026).