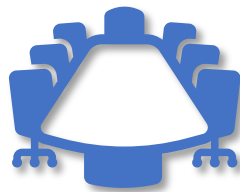




GOVERNANCE REVIEW SUMMARY



REPORT DATE: DECEMBER 2021

BACKGROUND

A review of governance activities was commissioned by the Interbull Steering Committee in July 2021.

The purpose of the review was to identify any gaps or areas for improvement to make governance processes more effective, improve the interaction and effectiveness of governance structures, and enhance governance-related relationships.

Some aspects of governance were raised during the Interbull strategic planning in January 2020. These issues were not specifically around the operations and performance of the organisation, but were more accurately categorized in two areas:

1. Improve the speed, clarity, and transparency of decision-making processes
2. Better define and streamline the relationships between Interbull and other committees and stakeholders

An independent consultant, Chris Murphy, was engaged to interview stakeholders, assess key documents (e.g., Terms of Reference, other governance documents), and develop a report and recommendations in consultation with the Interbull Steering Committee and Interbull Centre Director. This summary reflects Chris Murphy's findings and recommendations.

APPROACH

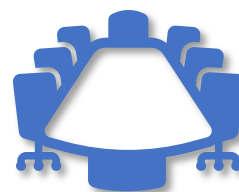
The purpose of the review was to identify any gaps or areas for improvement and the aims were to:

- **GOVERNANCE PROCESSES** - Identify processes that can be improved to increase the speed, clarity and transparency of decision-making processes and outcomes. Provide recommendations on implementing these changes.
- **INTERNAL STRUCTURES** - Review Interbull governance-related structures such as committees, subcommittees, working groups and task forces. Provide recommendations on improving the interaction and effectiveness of these groups.
- **EXTERNAL RELATIONSHIPS** - Review the governance-related relationships between Interbull and key organisations, committees, and subcommittees. Provide recommendations on improving the effectiveness of these relationships.

GOVERNANCE PROCESSES

Findings:

- Minor areas of process improvements were identified (e.g., budgets, financial forecasts, meeting papers, etc.).
- There are opportunities to improve consultation with key industry stakeholders such as Service Users, for example, direct engagement through industry meetings.
- Opportunities exist to improve the discussions and interaction between delegates during Interbull Business Meetings.
- Those interviewed identified a need for more frequent and regular stakeholder communication from Interbull (e.g., Executive Summary).
- The average tenure of an Interbull Steering Committee member is nine years (with a range of one to 26 years).



Recommendations:

Steering Committee tenure

- Consider limits to the number of terms served by Interbull Steering Committee members, with a maximum of twelve years recommended (three 4-year terms) unless there are extenuating circumstances.

Governance processes

- Ensure meeting papers are written with clear proposals, recommendations, and options for consideration by the Steering Committee.
- Formal motions are used at Steering Committee meetings to move, second and vote on proposals or recommendations presented in the meeting papers.

Business Meeting

- Implement more formal delegate consultation and/or voting procedures during the Interbull Business Meeting.

Communication & engagement

- Institute small “industry meetings” between Interbull and Service Users and stakeholder groups.
- Include questions on satisfaction with Interbull communication in the biennial customer satisfaction survey.
- Map out a publishing schedule for the Executive Summary and Newsletter, with a suggested frequency of at least quarterly.
- Conduct a review and cleanse of the Interbull email distribution list as an activity in the 2022 AOP.

INTERNAL STRUCTURES

Findings:

- There is potential to add an additional Interbull Steering Committee member to cover existing and potential Service Users from ‘Other Continents’ and other members that do not have representation.
- The mandate, scope, and objectives of the Interbull Technical Committee (ITC) could be further clarified.
- The role of Scientific Advisory Committee (SAC) is uncertain to stakeholders.
- Interbull Steering Committee members are actively involved in many Interbull Working Groups and Task Forces. Some Interbull Steering Committee members also participate in Interbeef and/or ICAR Working Groups.
- Very few “external” technical people are currently members of Interbull Working Groups.



Recommendations:

Steering Committee membership

- Nominations for a Steering Committee member representing 'Other Continents' and/or other members not currently represented could be considered and proposed to delegates at an Interbull Business Meeting.

Interbull Technical Committee

- Review the mandate, scope, and objectives of the Interbull Technical Committee to ensure it is meeting the needs of the Steering Committee and Interbull Centre.
- Consider implementing limits to the tenure of Interbull Technical Committee members.

Scientific Advisory Committee

- Disband the Scientific Advisory Committee with a view to accessing specific scientific expertise for the Steering Committee and Interbull Technical Committee on an "as needs" basis.

Interbull Working Groups and Task Forces

- Interbull actively encourages a broader range of stakeholders to participate in Interbull Working Groups and Task Forces.
- Monitor the number of Working Groups and Task Forces that Steering Committee members and individual Interbull Centre staff members can participate on and expand participation of non-SC members.
- Ensure the Terms of Reference (ToR) for Working Groups and Task Forces have well-defined objectives, outcomes, and deliverables. The Working Groups or Task Force Chair to ensure that group performance is regularly referenced against the ToR.

EXTERNAL RELATIONSHIPS



Findings:

- There is a desire from both organisations to enhance communication between Interbull and the ICAR Board.
- Confusion exists around the respective governance roles of the ICAR Board, the Interbull Steering Committee, and Interbeef.
- An effective and positive relationship exists between Interbull and the Swedish University of Agricultural Sciences (SLU).

Recommendations:

ICAR-Interbull relationship

- The agenda and format of the pre-ICAR Board Interbull–ICAR Operations and Communication Committee is designed to promote two-way, strategic dialogue.
- Consideration is given to the Interbull Chairman and/or the Interbull Centre Director presenting directly to the ICAR Board annually.
- The Interbull Strategic Plan, Annual Operating Plans and Annual Reports are formally submitted to the ICAR Board for information.

Interbeef-Interbull relationship

- Six-monthly meetings between Interbull and Interbeef Chairs and Interbull Centre Director to review progress on the AOPs, resourcing, and any issues.
- Ensure Interbeef contribute to development of the Interbull Centre Annual Operational Plan that focuses on activities, projects, and outputs for the year.
- An Interbull representative on the Interbeef Working Group or the Interbeef Working Group Chair has reporting accountability back to the Interbull Steering Committee.

Interbull is a Permanent Sub-Committee of the International Committee for Animal Recording (ICAR). The Interbull Steering Committee (SC) has its mandate described in the Terms of Reference (approved by the ICAR Board) and Rules of Procedures (approved by Interbull SC).

The **Interbull Centre**, the operational unit that provides services on behalf of Interbull (and Interbeef), is governed by the Interbull SC. The terms for the operation of the Interbull Centre are governed by an Agreement (SLU-ICAR Agreement) between the Swedish University of Agricultural Sciences (SLU) and ICAR.

Interbeef activities are guided by the Interbeef Working Group, appointed by the Board of ICAR and governed by ICAR's Interbeef WG Terms of Reference.



CHRIS MURPHY

+61 417 336 107 | PO Box 4156, Richmond VIC 3121, Australia

chris@chrismurphyadvisory.com.au | www.chrismurphyadvisory.com.au