

Terms of Reference

TAWC Executive Committee (TAWC Team)

Purpose

The purpose of this document is to outline the role, responsibilities, and operations of the Executive Committee of The Animal Welfare Collaborative (TAWC), which is also commonly referred to as the TAWC Team.

Document Ownership and Control

The Chief Operating Officer (COO) of TAWC is responsible for the development, implementation and maintenance of the Terms of Reference for the TAWC Team.

The Terms of Reference have been reviewed and approved by the following parties on the following dates:

Version	Reviewer Name	Comments	Date
1	TAWC Team	Responsibilities of Team members need clarification	8 July 2020
2	TAWC Team	Approved	8 July 2020
3	TAWC Team	Official name to be changed to TAWC Executive Committee	4 August 2020
4	TAWC Team	Approved	5 August 2020

Table of Contents

Document Ownership and Control..... 2

1. Background on The Animal Welfare Collaborative 4

2. Role and Responsibilities of the Team 4

3. Power of the Team 5

4. Composition of the Team 5

5. Remuneration 6

6. Appointment and review of composition of the Team 6

7. Member Responsibilities 6

8. Meeting Proceedings and Administration..... 7

9. Standing Agenda..... 9

1. Background on The Animal Welfare Collaborative

1.1. The Animal Welfare Collaborative was established in 2018 by The University of Queensland, The University of Newcastle, The University of Western Australia, and The University of Adelaide to be a “facilitator” of interactions among the multiple parties in Australia that have an interest in the welfare of animals. To this end, TAWC is comprised of these four member universities at its core and a broad surrounding network of organisations and individuals who work together to improve animal welfare. TAWC is dedicated to improving the welfare of all animals, including animals used for research and teaching; livestock and production animals; animals used for work, recreation, sport, entertainment, and display; pets and companion animals; and wild animals. TAWC’s mission is to facilitate positive change in the welfare of animals by providing:

- 1.1.1. A safe forum for diverse groups to engage constructively around ways to objectively improve animal welfare;
- 1.1.2. A swift vehicle for different sectors to exchange critical information on animal welfare and to coordinate action; and
- 1.1.3. A clear process for animal carers and other stakeholders to make tangible and ongoing improvements in animal welfare.

2. Role and Responsibilities of the TAWC Team

2.1. The role of the TAWC Team (the Team) is to manage the day-to-day activities of TAWC in accordance with the Strategic Plan, including the responsibility to:

- 2.1.1. Develop and implement strategy, operational plans, policies, procedures and budgets;
- 2.1.2. Drive and monitor operational and financial performance;
- 2.1.3. Assess and control risk; and
- 2.1.4. Carry out tasks that are necessary to ensure the growth and sustainability of TAWC.

2.2. In fulfilling its role, the Team shall give due consideration to:

- 2.2.1. Balancing the needs of various stakeholders in the network;
- 2.2.2. Upholding the integrity, independence, brand, and reputation of TAWC; and
- 2.2.3. Planning for TAWC’s future development.

3. Power of the Team

3.1. The Team has the authority to make decisions that affect the operations of TAWC in accordance with the Strategic Plan.

4. Composition of the Team

4.1. The Team consists of 10 – 15 members.

4.2. Members will be academics or university employees coming from diverse disciplines, representing to the greatest extent possible the transdisciplinary nature of animal welfare, so that the Team gains maximum benefit from the diversity of thought that comes from different backgrounds, genders, skills and perspectives.

4.3. Ideally, the combined skills of the Team members will cover the following areas:

4.3.1. Knowledge of relevant stakeholders and animal welfare priorities and policy across the following sectors:

4.3.1.1. Animals used for research and teaching;

4.3.1.2. Livestock and production animals;

4.3.1.3. Animals used for work, recreation, sport, entertainment, and display;

4.3.1.4. Pets and companion animals; and

4.3.1.5. Wild animals;

4.3.2. Understanding of best practices in public engagement, particularly in the context of animal welfare;

4.3.3. Understanding of commercial practice, stakeholder engagement, and commercial risk mitigation;

4.3.4. Understanding of change management and decision science; and

4.3.5. Understanding of design thinking approaches to problem solving.

4.4. There are also standing appointments as members of the Team for the

4.4.1. Managing Director of TAWC;

4.4.2. The COO of TAWC, who will serve as Secretariat for the Team; and

4.4.3. Other officers of TAWC, as required.

Chair

4.5. The TAWC Team Chair is either TAWC's Managing Director or a member of the Team nominated by TAWC's Managing Director.

5. Remuneration

5.1. TAWC must not pay fees to a Team member for the member responsibilities listed under Item 7 or for duties that are reasonably expected as part of their role on the TAWC Team.

5.2. TAWC may:

5.2.1. pay a Team member for work they do for TAWC, other than the member responsibilities listed under Item 7, the amount that will be no more than what constitutes a reasonable fee for the work done; or

5.2.2. reimburse a Team member for expenses properly incurred by the member in connection with the affairs of TAWC.

5.3. Any payment made under clause 5.2 must be approved by the TAWC Team.

6. Appointment and review of composition of the TAWC Team

6.1. The Deputy Vice-Chancellor (Research) of each university member of TAWC, in consultation with TAWC's Managing Director, appoints the members of the Team.

6.2. Members of the Team serve as representatives of their universities, or in a personal capacity if retired from a university, for a term of 3–5 years, with the staggering of retirement of Team members in order to maintain corporate knowledge and relevant skills on the Team.

6.3. The term of Team members may exceed 5 years to enable Team member numbers and experience to be maintained.

6.4. The Team Chair is appointed for a period of 3 years or by agreement of the parties concerned.

7. Member Responsibilities

7.1. To attend Team meetings, and

7.2. Values and integrity

7.2.1. Embody TAWC's values (detailed in the Philosophy of TAWC) and ensure these are widely understood and consistently adhered to across the organisation;

- 7.2.2. Ensure that TAWC, its partners and employees, act with high integrity, which is aligned to and promotes TAWC's vision of continuous improvement in the welfare of animals as the result of collective action;

7.3. Strategy

- 7.3.1. Work on the development of strategies and activities for TAWC that align with the Strategic Plan;
- 7.3.2. Subject to other commitments, make themselves available at least two hours per week to contribute to the implementation of the strategy and activities;
- 7.3.3. Contribute to financial and operational plans, policies, procedures and budgets to execute the strategy;
- 7.3.4. Ensure the active liaison, co-ordination and co-operation between different parts of the TAWC network to support the execution of the strategy and plans.

7.4. Performance and Operations

- 7.4.1. Actively manage and monitor the operational and financial performance of TAWC against targets, objectives, and key performance indicators;
- 7.4.2. Optimise the prioritisation and adequacy of TAWC's resources;
- 7.4.3. Hold TAWC accountable and ensure transparency through an effective organisational, performance, and accountability structure;
- 7.4.4. Identify issues and act on early warnings and deviations from the operational plan and/or budget, review the adequacy of interventions, and monitor the effectiveness of remedial actions.

7.5. Risk Management

- 7.5.1. Own the overall responsibility for managing TAWC's risk and protect the TAWC brand in general; and
- 7.5.2. Develop and implement a risk management framework;

8. Meeting Proceedings and Administration

8.1. Frequency of meetings

- 8.1.1. The Team meets fortnightly, or as required.
- 8.1.2. TAWC's Managing Director may convene *ad hoc* meetings of the Team if this is considered necessary.

8.2. Establishing a quorum

8.2.1. The quorum for any meeting of the Team shall be one-half of its members.

8.3. Conduct of meetings

8.3.1. Agenda items for the Team meetings are determined by TAWC's Managing Director in consultation with the COO. Team members are encouraged to provide suggestions on topics or issues to be considered at future meetings, which can be taken into account by TAWC's Managing Director and COO when the agenda is set.

8.3.2. Team meetings are held by videoconference.

8.3.3. The Team holds one face-to-face meeting and dinner each year, and Team members are encouraged to attend in person. TAWC will cover the reasonable travel costs of Team members to the face-to-face meeting and the costs of the dinner.

8.4. Conflicts of interest protocols

8.4.1. At the beginning of each meeting, each member must disclose to the Chair of the meeting any conflicts of interest, real or potential, they may have in relation to any agenda item.

8.4.2. Members must also notify the Chair of the meeting of any conflicts of interest that arise during the course of the meeting.

8.4.3. Unless the Chair of the meeting decides otherwise, the member should then exclude themselves from the meeting for each relevant agenda item and not take part in Team discussions relating to that matter.

8.5. Confidentiality

8.5.1. Advice and input provided by members of the Team will be treated as confidential by Team members. Members must keep information and materials provided by TAWC as confidential to TAWC.

8.5.2. TAWC may acknowledge the existence of the Team and name members of the Team in its Annual Report and on its website.

8.5.3. Team members who wish to use TAWC's brand in public presentations or media must first seek approval from TAWC's Managing Director and the Team.

8.6. Secretariat

8.6.1. TAWC's COO provides secretarial services to the Team, including the compilation and circulation of the agenda and relevant papers to Team members prior to each Team meeting.

8.7. Review of Terms of Reference

8.7.1. The Secretariat will orchestrate the Team's annual review of its terms of reference and *ad hoc* reviews as required.

9. Standing Agenda

9.1. The Standing Agenda is set out below:

9.1.1. Welcome and apologies;

9.1.2. Conflict(s) of interest;

9.1.3. Minutes of last meeting;

9.1.4. Update from Managing Director on TAWC's activities and progress;

9.1.5. Topics discussed and recommendations agreed;

9.1.6. Other business;

9.1.7. Next meeting.