



# **Report for Independent Performance Review of Australian Meat Processor Corporation Executive Summary**

15 AUGUST 2025

[www.synergysgroup.net.au](http://www.synergysgroup.net.au) Report for Independent Performance Review of Australian Meat Processor Corporation – Executive Summary

# TABLE OF CONTENTS

<b>1.</b>	<b>EXECUTIVE SUMMARY</b>	<b>4</b>
1.1.	Introduction	4
1.2.	Key findings	4
1.3.	Recommendations	10
1.4.	Business improvement opportunities	12



## Executive Summary

# 1. Executive Summary

## 1.1. Introduction

The red meat processing industry is vital to Australia's economy, being the largest sector in food product manufacturing and contributing over \$21 billion in direct and flow-on value. Within this industry, the Australian Meat Processor Corporation (AMPC) is a crucial driver of world-class innovation, adoption, and strategic policy development. AMPC's purpose is to help Australia create the most competitive, profitable, and sustainable red meat processing industry. Through its 2020–2025 Strategic Plan (**Strategic Plan**), the organisation demonstrates a thorough understanding of industry needs, evolving challenges, and emerging opportunities.

In alignment with the 2020-30 Statutory Funding Agreement (**SFA**) requirements, AMPC must engage in an Independent Performance Review from time to time as requested by the Commonwealth. By undergoing the 2020-2025 Independent Performance Review (this **Review**), the AMPC demonstrates its commitment to upholding high standards of governance, transparency, and strategic decision-making. This Review offers AMPC essential insights into its performance against the SFA's five performance principles, its legislative requirements, and other government-directed mandates. These insights will aid AMPC in refining operations, enhancing transparency, and fostering long-term prosperity for Australia's red meat processing industry.

Over the performance period, AMPC has seen rapid growth in its research and development (**R&D**) portfolio and undergone significant transformation to increase its impact on the industry. AMPC has shifted its operating and funding models to promote a more strategic, industry-wide approach to R&D investments.

## 1.2. Key findings

Synergy Group found that AMPC has significantly improved its organisational design, planning, and effectiveness since the last Independent Performance Review in 2020. This Review highlights AMPC's dedication to fulfilling its obligations related to the key performance indicators (**KPIs**) outlined in the legislative and funding requirements specified in the SFA (as detailed in section 3 of this Report). Additionally, the Review recognised AMPC as an effective organisation, especially given its extensive portfolio and small workforce.

While AMPC largely meets the KPI requirements, some areas for improvement were identified. Addressing these will help minimise the risk of reduced compliance or challenges in meeting the requirements under the SFA. Recommendations have been provided in this Report, which aim to improve capabilities and reduce these risks. The recommendations are complemented by several business improvement opportunities designed to enhance AMPC's capabilities further and elevate its performance to an even higher standard.

In addition, this Review found that:

- AMPC aligns with the non-binding guidance and information within the SFA (as detailed in section 4 of this Report). Several opportunities for improvement have been identified and detailed under each guideline area to enhance its capabilities to a higher standard. This includes AMPC's approach to planning and reporting as well as an uplift in documentation, processes and procedures to implement the principles of the Knowledge Transfer and Commercialisation Guide.
- AMPC has met requirements for the implementation of actions to address feedback from the Commonwealth arising from previous annual reviews of performance (as detailed in section 5 of this Report). No recommendations or business enhancement opportunities have been identified.

- This Review has considered the last Independent Performance Review (2020) and the actions outlined in the management initiated Interim Review (as detailed in section 6 of this Report). At the completion of our Review (January 2025), Synergy Group acknowledged that AMPC was actioning these recommendations.
- This Report has identified three new recommendations to address further compliance with the requirements set out in the SFA and build stakeholder confidence.
- As part of continuous improvement, 14 business improvement opportunities have been identified to enhance AMPC's capabilities further and elevate its performance to an even higher standard.
- Since finalising this Review, AMPC has required some time to further enhanced its strategic growth direction and implemented some internal organisational changes, this has been reflected in the management comments outlined in section 1.3 and 1.4 of this Report.

A summary of the key findings is provided below in Table 1.

*Table 1: Key findings.*

#	Key Findings	Assess Criteria and Section	Theme	AMPC Board Comments
<b>F1</b>	AMPC fulfils <u>most</u> obligations outlined in the legislative and funding requirements specified in the SFA. Multiple low-moderate KPI compliance risks were observed in relation to AMPC's consultation planning, Annual Report requirements, and monitoring and reporting on the progress and effectiveness of its strategy.	Performance Principles 1-5 (section 3.1 of Full Report)	All principles	The findings are noted.
<b>F2</b>	This Review found that AMPC meets the requirements of Performance Principle 1. Current limitations and low-level risks relate to consultation planning that fosters transparent and consistent stakeholder involvement.	Performance Principle 1 (section 3.2 of Full Report)	Stakeholder engagement	The findings are noted.
<b>F3</b>	This Review found that AMPC meets the requirements of Performance Principle 2. Opportunities for improvement have been identified to mature or uplift performance.	Performance Principle 2 (section 3.3 of Full Report)	RD&E	The findings are noted.
<b>F4</b>	This Review found that AMPC meets the requirements of Performance Principle 3.	Performance Principle 3 (section 3.4 of Full Report)	Collaboration	The findings are noted.

#	Key Findings	Assess Criteria and Section	Theme	AMPC Board Comments
<b>F5</b>	This Review found that AMPC broadly meets the requirements of Performance Principle 4. However, there are several areas of vulnerability and potential gaps that could compromise ongoing compliance. The current limitations and low-level risks relate to compliance with SFA requirements for Annual Reports. Additionally, moderate risks have been identified regarding AMPC's monitoring and reporting on the progress and effectiveness of its strategy	Performance Principle 4  (section 3.5 of Full Report)	Governance	The findings are noted.
<b>F6</b>	This Review found that AMPC meets the requirements of Performance Principle 5. Opportunities for improvement have been identified to mature further or uplift performance in relation to communication of achieving the strategic objectives outlined in AMPC's monitoring, evaluation and reporting artefacts.	Performance Principle 5  (section 3.6 of Full Report)	Monitoring and evaluation	The findings are noted.
<b>F7</b>	This Review found that AMPC aligns with the non-binding guidance and information within the SFA. Limitations relate to maturity of planning and reporting for the Portfolio Investment Plan for 2026-2030, as well as the documentation, processes and procedures to implement the principles of the RDC Knowledge Transfer and Commercialisation Guide.  Several opportunities for improvement have been identified and detailed under each guideline area to enhance its capabilities to a higher standard.	Evaluation of performance against Guidelines  (section 4.1 of Full Report)	All	The findings are noted.



#	Key Findings	Assess Criteria and Section	Theme	AMPC Board Comments
<b>F8</b>	This Review found that AMPC broadly aligns with the non-binding guidance within the SFA. Limitations relate to the maturity of planning and reporting for the Portfolio Investment Plan for 2026-2030. This includes the connection between stakeholder engagement, governance, and monitoring and evaluation to report on the performance impact of new strategic objectives identified through developing the Portfolio Investment Plan 2026-2030.	Guidelines for SFAs  (section 4.2 of Full Report)	Governance; and monitoring and evaluation	The findings are noted.
<b>F9</b>	This Review found that AMPC broadly aligns with the non-binding guidance in the Best Practice Guide to Stakeholder Consultation. Opportunities for improvement were identified in the assessment of Performance Principles 1 and 2. No further action is recommended.	Best Practice Guide to Stakeholder Consultation  (section 4.3 of Full Report)	Stakeholder engagement	The findings are noted.
<b>F10</b>	This Review found that AMPC broadly aligns with the non-binding guidance in the RDC Knowledge Transfer and Commercialisation Guide. Limitations relate to the maturity of internal supporting documentation, policies and procedures to adopt the RDC Knowledge Transfer and Commercialisation Guide principles. Several opportunities for improvement were identified to enhance its capabilities to a higher standard.	RDC Knowledge Transfer and Commercialisation Guide  (section 4.4 of Full Report)	Knowledge transfer and commercialisation	The findings are noted.
<b>F11</b>	This Review found that AMPC and DAFF have confirmed that AMPC has no additional priorities notified by the	Ministerial priorities as communicated to AMPC	All Principles	The findings are noted.



#	Key Findings	Assess Criteria and Section	Theme	AMPC Board Comments
	Commonwealth. As such, a performance review is not applicable.	(section 4.5 of Full Report)		
<b>F12</b>	This Review found that AMPC meets the requirements for the implementation of actions to address feedback from the Commonwealth arising from previous annual reviews of performance. No recommendations or business improvement opportunities were identified.	Annual Performance Reviews since last review (2020) (section 5 of Full Report)	All Principles	The findings are noted.
<b>F13</b>	<p>This Review found that AMPC implemented most recommendations from their last Independent Performance Review (2020) and actions in the Interim Review. Actions have been taken and allocated from an interim review, with some currently underway.</p> <p>17 new recommendations were introduced, and four were recast following the Interim Review, with a number not accepted by AMPC. To date, Synergy Group is unaware of the status of action for these recommendations. The current limitations based on the assessment were around the maturity of internal governance, and evidence of monitoring and tracking the new recommendations following the Interim Review. Several opportunities for improvement were identified to enhance its capabilities to a higher standard.</p>	<p>Implementation of actions taken since previous Independent Performance Review</p> <p>(section 6 of Full Report)</p>	All Principles	The findings are noted.

### 1.3. Recommendations

This Review has made three recommendations for AMPC to reduce its risks and prompt action to address areas essential to support KPI obligations under legislation and the SFA. A summary of the key recommendations is provided in Table 3 below with each assigned with a risk rating level.

Table 2. Risk rating level

Risk Level	Criteria
Low	Routine monitoring and minor adjustments are needed to address low-level KPI compliance issues with limited potential for impact.
Moderate	Corrective measures are recommended to manage KPI compliance concerns that pose a manageable but notable risk.
High	Urgent action is necessary to resolve major KPI compliance risks or vulnerabilities that could result in serious operational or reputational impacts.

Table 3: Recommendations.

#	Recommendation	Performance Principle and KPIs	Theme	Risk	AMPC Board Comments
R1	AMPC should publish a Consultation Plan detailing expected activities and engagement touchpoints to promote transparent and consistent stakeholder involvement.	Performance Principal 1 (KPI 1.1 and 1.2)	Stakeholder consultation	Low	<p><b>Completed –</b></p> <p>The consultation plan regarding the development of the 5 year strategy was published on website on 29 Nov 2024 <a href="#">Our strategy - stakeholder consultation</a></p> <p>AMPC general consultation plan is also available <a href="#">Stakeholder consultation</a> published 30 June 2022.</p>

#	Recommendation	Performance Principle and KPIs	Theme	Risk	AMPC Board Comments
R2	AMPC should review its Annual Report and any underpinning reporting processes, to ensure full compliance with SFA requirements.	Performance Principal 4 (KPI 4.1)	Governance	Low	<b>Adopt</b> -AMPC will review the observations and opportunities for improvement noted in the Independent Performance Review (specifically in Table 13) to ensure AMPC Annual Reports fully comply with SFA requirements.
R3	AMPC should strengthen its process for performance monitoring, by more clearly aligning its Strategic Plan and Annual Report with the Performance Principles and using KPIs to help identify progress and success.	Performance Principle 4 (KPI 4.1)	Governance	Moderate	<b>Adopt</b> - AMPC has since developed a <i>SFA Compliance Framework</i> which will be used to track and report how the organisation is performing against the Performance Principles outlined in the <i>Guidelines for Statutory Funding Agreements</i> . This will be used to report performance during annual performance meetings with DAFF. Additionally, AMPC is committed to reporting on its progress against the KPIs set out in the Annual Operating Plan through its Annual Report.

## 1.4. Business improvement opportunities

This review has made 14 business improvement opportunities to elevate its capabilities to a heightened standard. A summary of the key business improvement opportunities is provided in Table 4 below.

*Table 4: Business improvement opportunities.*

#	Business Improvement Opportunity	Assessment Criteria	Theme	AMPC Board Comments
<b>B1</b>	AMPC may consider formalising and documenting how stakeholder feedback is incorporated into RD&E priorities and activities.	Performance Principle 1 (KPI 1.3)	Stakeholder consultation	This was incorporated in the 5-year strategy consultation. Going forward AMPC will commit to developing a register of stakeholder feedback obtained from the annual survey and other consultation efforts, which will be used to inform future RD&E priorities and activities.
<b>B2</b>	AMPC may consider leaning further into strategic engagements focused on market access with the Department of Agriculture, Fisheries and Forestry.	Performance Principle 1 (KPI 1.2 and 1.3)	Stakeholder consultation	AMPC is committed to engaging directly with DAFF at various levels, including through 1:1 interactions. This will support AMPC's ongoing involvement in committee meetings with key stakeholders and Peak Industry Bodies.
<b>B3</b>	AMPC may consider introducing additional rigour to the data collection process for assessment of medium to long term adoption rates and program effectiveness.	Performance Principle 2 (KPI 2.2)	RD&E; and monitoring and evaluation	AMPC seeks to continually improve processor engagement and data collection, including rates of adoption and outcomes achieved from R&D programs and will make this a priority into the future. Separately AMPC is tracking the number and type of processors participating in project expressions of interest (EOIs), which provides a good guide to eventual adoption. There may be an opportunity to collect further adoption data via an annual survey, however AMPC is mindful of survey fatigue amongst processors.

#	Business Improvement Opportunity	Assessment Criteria	Theme	AMPC Board Comments
B4	AMPC may consider undertaking periodic evaluation reports of adoption and extension of R&D to assess the applicability of projects across various processor sizes and operational contexts.	Performance Principle 2 (KPI 2.2)	RD&E; and monitoring and evaluation	The current 4-year program of independent evaluations will end in 2024/25, at which point AMPC will review the evaluation approach going forward, also taking into account the CRRDC impact assessment guidelines which are currently being updated.  There may be an opportunity to evaluate impact across different investment areas as well as for different processor segments. Improved adoption information (discussed in B3 above) will assist in this.
B5	AMPC may consider reviewing its governance framework and documentation to ensure that this is comprehensive. Areas for consideration include the underpinning procedures and developing a policy for Document Control and/or Information Management.	Performance Principle 4 (KPI 4.3)	Governance	This is an ongoing process of reviewing policy's periodically and sees the opportunity for the development of a document control policy and data management.
B6	AMPC may consider continuing to prioritise the documentation of key roles, policies and processes, to safeguard business continuity and knowledge retention.	Performance Principle 4 (KPI 4.4)	Governance	AMPC has a business continuity plan which has been reviewed every three years and is due to be reviewed in 2025. We will consider opportunities for ongoing improvement in this area.
B7	AMPC may consider conducting a review of its approach to its Corporate Governance Board composition, to ensure that it maintains a balance of skills and industry representation. This should include documenting the process for adopting the skills-based matrix, in a way that ensures an effective composition of skills and variety among the industry representatives, which is then further enhanced by induction and training activities.	Performance Principle 4 (KPI 4.1)	Governance	AMPC has a Skills Based Matrix and Guidelines for application, we will review these documents these documents.
B8	AMPC may consider enhancing transparency by providing stakeholders with information regarding its performance reporting	Performance Principle 4	Governance	As noted in R3 AMPC has committed to developing a <i>SFA Compliance Framework</i> which will be used to track and

#	Business Improvement Opportunity	Assessment Criteria	Theme	AMPC Board Comments
	to the Minister. This may include publishing the compliance confirmation letter from the Minister, as well as any supporting documentation.	(KPI 4.1)		<p>report how the organisation is performing against the Performance Principles outlined in the <i>Guidelines for Statutory Funding Agreements</i>.</p> <p>As AMPC eligibility is linked to compliance, publishing compliance information may offer limited additional value. However, AMPC will review other RDC practices in this regard and discuss with DAFF.</p>
<b>B9</b>	Noting that AMPC is in the process of developing its new Strategic Plan, AMPC may consider reviewing and refreshing identification of strategic risks, to ensure that these remain contemporary and relevant to the current industry and environment. This includes identifying and assessing emerging risks and updating existing risk mitigation strategies to ensure the new Strategic Plan adequately addresses potential challenges.	Performance Principle 4 (KPI 4.1)	Governance	AMPC undertook research to scan and identify strategic risks for the industry. Through these initiatives AMPC believes that strategic risks have been identified in the new Strategic Plan and adequately addresses with flexibility to address any emerging challenges.
<b>B10</b>	AMPC may consider improving communication regarding achieving strategic objectives outlined in AMPC's monitoring, evaluation and reporting artefacts, including the M&E Plan, 2020-2025 Strategy Plan, Annual Operating Plans, and Annual Reports. Enhancing this can promote greater transparency for Levy payers and the Australian community about its progress toward achieving these strategic objectives.	Performance Principle 5	Monitoring and evaluation; and governance	<p>AMPC is committed to the way we communicate our strategic objectives that meet the needs of our key stakeholders. AMPC have the following existing documents available publicly.</p> <p><a href="#">Corporate reports</a></p> <p><a href="#">Our strategy - stakeholder consultation</a></p> <p><a href="#">Stakeholder consultation</a></p> <p>Internal frameworks for monitoring and evaluation have been developed. AMPC is committed to reporting on its progress against the KPIs set out in the Annual Operating Plan through its Annual Report. Additionally, AMPC reports</p>

#	Business Improvement Opportunity	Assessment Criteria	Theme	AMPC Board Comments
				annual results from independent impact assessments on our website and summarised within the Annual Report.
<b>B11</b>	AMPC may consider developing an appropriate planning and reporting framework for the Portfolio Investment Plan for 2026-2030. This plan should establish a clear link between strategic objectives and the measurement of achievement over defined timeframes, allowing the Public, Levy payers and the Government to assess the achievement of new strategic goals. This process includes setting new strategic objectives, creating strategic logic maps that define key outcomes and developing relevant measures that facilitate objective and meaningful measurement of achievement.	Guidelines for SFAs	All Principles	Acknowledged – and believe opportunity is in line with R2
<b>B12</b>	AMPC may consider developing an AMPC-specific RDC Knowledge Transfer and Commercialisation Guide, highlighting AMPC's adoption of, alignment with, and implementation of the RDC Knowledge Transfer and Commercialisation Guide.	RDC Knowledge Transfer and Commercialisation Guide	Knowledge transfer and commercialisation	AMPC will assess whether a AMPC specific guide will offer additional value for the organisation.
<b>B13</b>	Whilst AMPC aligns with the principles of the RDC Knowledge Transfer and Commercialisation Guide, AMPC may consider developing accompanying processes and procedures to support the adoption of, and implementation of principles.	RDC Knowledge Transfer and Commercialisation Guide	Knowledge transfer and commercialisation	As above
<b>B14</b>	AMPC may consider developing internal governance arrangements and monitoring processes to track the implementation of new recommendations following the Interim Review by AMPC Board.	Previous Review recommendations	All Principles	AMPC acknowledges that the development of an action register for independent reviews will be beneficial.