



REPORT OF THE INDEPENDENT PERFORMANCE REVIEW OF THE AUSTRALIAN MEAT PROCESSOR CORPORATION

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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 (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 (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
F1	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.
F2	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.
F3	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.
F4	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
F5	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.
F6	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.
F7	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
F8	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.
F9	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.
F10	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.
F11	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)		
F12	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.
F13	<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>Completed –</p> <p>The consultation plan regarding the development of the 5 year strategy was published on website on 29 Nov 2024 Our strategy - stakeholder consultation</p> <p>AMPC general consultation plan is also available Stakeholder consultation 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	Adopt -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	Adopt - 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
B1	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.
B2	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.
B3	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>
B9	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.
B10	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>Corporate reports</p> <p>Our strategy - stakeholder consultation</p> <p>Stakeholder consultation</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.
B11	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
B12	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.
B13	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
B14	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.

1.5. Index key

This Report summarises the key findings and makes related recommendations and provides suggested business improvement opportunities. The legislative compliance assessment and the assessment of the implementation of the previous review include 'traffic lights' to indicate AMPC's performance against relevant requirements or expectations. These should be interpreted as follows:

Traffic Light	Key
	AMPC has demonstrated satisfactory performance, that complies with and/or meets requirements.
	AMPC has demonstrated performance that complies with and/or meets requirements, but opportunities for improvement have been identified to mature further or uplift performance.
	Some issues were observed that, if not addressed, may place AMPC at low to moderate risk of not adequately supporting compliance or delivering against requirements.
	AMPC's performance fails to support compliance and/or meet requirements.
	Specific criteria are not relevant and/or applicable to the assessment of AMPC's performance.

2. Objectives, approach and methodology

2.1. Background and context

Australia's rural Research and Development Corporations (**RDCs**) are critical entities responsible for driving agricultural innovation through the investment of statutory research levies collected from industries.

Established in 1998, AMPC is one of the fifteen RDCs tasked with addressing the research, development, and extension (**RD&E**) needs of Australian rural industries. AMPC is the RDC responsible for the red meat processing industry in Australia and is responsible for running programs of activity that are funded by red meat processor levy payers (**Levy payers**), private contributions and the Australian Government.

AMPC's mandate is to:

Provide research, development, extension and marketing services that improve the productivity, profitability and sustainability of the industry.

AMPC has a vision, strategy and purpose as follows:

- **Vision:** The red meat processing industry's trusted partner in innovation.
- **Mission:** To drive world-class innovation, adoption and strategic policy development through genuine partnerships built on trust.
- **Purpose:** To enable Australia to build the most competitive, profitable, and sustainable red meat processing industry.

In 2020, AMPC released its *2020-25 Strategic Plan*, which sets out the key focus areas and priorities for the forward 5-year period. Five strategic pillars and aspirations have been set in the plan which include:

- **Advanced Manufacturing** – Human product handling is halved through technology advancement to reduce injury rates, maximise yield and processing efficiency by 2030.
- **Sustainability** – By 2030, Australian processors are recognised as global leaders in environmental stewardship and acknowledged as responsible businesses with positive economic and social impacts on their communities.
- **People and Culture** – By 2030, the processing sector is seen as a diverse, safe, and attractive industry of choice for employment.
- **Markets and Access** – By 2030, Australia is the preferred trading partner for premium red meat products globally, with unrivalled access to high value markets.
- **Product and Process Integrity** – The Australian red meat industry maintains and further enhances its international reputation for safe, sustainably sourced wholesome red meat products.

Supporting the 5-year Strategic Plan, AMPC has developed *Annual Operating Plans* (AOP) which outline the activities and priorities for the organisation for a given financial year period. (i.e. 2020-21, 2021-22 etc.). The AOP

provide an additional level of detail to the Strategic Plan and set the planned activities for a financial year and include KPIs which are reported on annually to provide an assessment of the organisations progress and performance against the AOP.

In November 2020, the most recent SFA was enacted between the former Department of Agriculture, Water and the Environment (DAWE), now known as the Department of Agriculture, Fisheries and Forestry (DAFF) on behalf of the Commonwealth, and AMPC. The SFA sets the arrangements for levy funding from the Commonwealth, and the requirements AMPC must comply with. The SFA also documents the five (5) performance principles that govern AMPC's operations and delivery of priorities.

As documented in the SFA, the Commonwealth may, from time to time (but not more often than once every three years), request AMPC obtain an independent review of AMPC's performance against the performance principles. The previous independent performance review was completed in 2020, covering the previous Strategic Plan. AMPC has engaged Synergy Group to undertake the next Independent Performance Review (this Review) of its operations, as required under the SFA.

2.2. Objectives

The objectives of this Review included:

1. An evaluation of compliance with, and performance against, the Performance Principles set out in the Statutory Funding Agreement 2020-2030, including stakeholder engagement, research, development and extension activities, collaboration, governance, and monitoring and evaluation.
2. An evaluation of performance against the 'Guidelines' and 'other guidelines or priorities' as notified by the Commonwealth, including:
 - a. Guidelines for Statutory Funding Agreements;
 - b. RDC Knowledge Transfer and Commercialisation Guide;
 - c. Best Practice Guide to Stakeholder Consultation; and
 - d. Ministerial priorities as communicated to AMPC.
3. An evaluation of implementation of actions to address feedback from the Commonwealth arising from annual reviews of performance undertaken since the delivery of the last independent performance review (2020)
4. An evaluation of the implementation of actions to the recommendations in the last independent performance review (2020) and actions in the associated Performance Review Plan.
5. Identification of any issues arising from the Review to allow AMPC (in collaboration with the Commonwealth where necessary) to address them within an agreed timeframe.
6. Consultation with Levy payers and key stakeholders as part of this Review.

While beyond the scope of this Review, Synergy Group also explored potential opportunities for AMPC to strengthen its operations to ensure it is well-positioned to support RD&E investment effectively. This included an evaluation of workforce composition, capacity, and capability.

2.3. Approach and methodology

This Review was conducted from September 2024 to November 2024 and combined stakeholder consultation and an evaluation of shared and/or publicly available documents as summarised below. A total of 23 individuals provided input to this Review and approximately 80 documents were considered. Analysis of this data was used to inform the findings and recommendations identified in the Report.



Assessment

3. Compliance and performance against SFA performance principles

3.1. Overview

This Review evaluated AMPC's compliance and performance against the legislative and funding requirements outlined in the SFA. Since entering into the SFA with the Minister on 13 November 2020, AMPC has operated under this binding agreement, which clarifies its responsibilities to both the Australian Government and the Industry, detailing expectations in governance, management, and the allocation of funding for activities.

Section 9 of the SFA outlines five Performance Principles that AMPC must comply with. Initially, a companion document provided guidance on these principles, but as of January 1, 2022, this has been replaced by the Guidelines for Statutory Funding Agreements. These Guidelines establish KPIs for the Performance Principles that AMPC is required to report on. The following results and commentary assess AMPC's compliance with these Principles based on the KPIs.

This Review utilised a comprehensive approach, incorporating insights from stakeholder consultations, a desktop review of corporate governance documents, policies, procedures, and survey data to assess AMPC's adherence to its obligations. This Review found that AMPC generally meets its compliance and performance requirements under the SFA. However, it also identified potential risks that, if not mitigated, could impact AMPC's ability to maintain full compliance with legislative and performance standards in the future. To address these risks, this Review outlines specific opportunities for improvement that would support AMPC.

Overall assessment of compliance and performance against SFA performance principles

This Review emphasises AMPC's commitment to aligning with the guidelines and fulfilling most KPI obligations outlined in the legislative and funding requirements specified in the SFA. Multiple issues were observed that, if not addressed, may place AMPC at low to moderate risk of not adequately supporting KPI compliance or delivering on requirements under the SFA. Particularly in relation to AMPC's transparency in its consultation planning, reporting on RD&E investments, Annual Reporting requirements and monitoring and reporting on the progress and effectiveness of its strategy.

Table 5: Key findings for compliance and performance against SFA performance principles.

#	Key findings	Theme
F1	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, reporting on RD&E investments, Annual Report requirements, and monitoring and reporting on the progress and effectiveness of its strategy.	All Principles

3.2. Performance Principle 1

Engage stakeholders to identify RD&E priorities and activities that provide benefits to the Industry.

Overview of Performance Principle 1

This Performance Principle aims to ensure that research, development & extension (RD&E) priorities and activities are informed by active engagement with stakeholders, enabling the identification of initiatives that address the industry's needs and provide tangible benefits. This Principle supports RD&E efforts that are more relevant, impactful, and aligned with the industry's collective goals by focusing on involving stakeholders in the planning process.


Overall assessment of Performance Principle 1



Overall, AMPC has met the requirements of Performance Principle 1. However, there are several low level risks, vulnerabilities, and potential gaps that could compromise SFA KPI compliance. These involve consultation planning that fosters transparent and consistent stakeholder involvement.

Assessment analysis of Performance Principle 1

An assessment of Performance Principle 1 is presented in Table 6 below. For a detailed analysis, refer to section 8.1.

Table 6: Assessment of Performance Principle 1.

Guideline KPIs	Status	Independent Review Commentary
1.1. Strategy prioritisation and development processes include appropriate consultation plans based on the Best Practice Guide to Stakeholder Consultations.		<p>AMPC has demonstrated alignment with the Best Practice Guide to Stakeholder Consultations by developing a Consultation Framework and Plan.</p> <p>While a Consultation Plan specific to the 2018-2022 Strategic Plan was developed, AMPC does not maintain a publicly facing Consultation Plan outlining expected activities. AMPC utilises internal resources including a Communication Plan, which maps out communication activities. AMPC's website also features timetables and engagement FAQs for development of the upcoming Strategic Plan to document key touchpoints for stakeholder consultation.</p> <p>To build on this, consolidating these activities into a single, updated Consultation Plan with a roadmap would further enhance alignment with this KPI. This recommendation aims to formalise existing efforts and optimise transparency and consistency.</p>

Guideline KPIs	Status	Independent Review Commentary
1.2. Demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1.		<p>AMPC primarily engages with the industry to identify RD&E priorities, hosting and attending ongoing meetings and forums designed to provide mechanisms for stakeholders to contribute to identifying RD&E priorities and activities.</p> <p>AMPC has expanded its methods for capturing RD&E priorities from levy payers. Through the Innovation Manager program, AMPC collects and analyses data to identify emerging trends, while the Engagement and Adoption Officer visits processing plants to have detailed discussions about industry issues. Annual CEO visits complement this by addressing high-level challenges and R&D Program Managers engaging regularly with the industry.</p> <p>AMPC's engagement with Meat Livestock Australia (MLA) and Australian Meat Industry Council (AMIC) is guided by Engagement Frameworks, which detail their engagement cycle, principles of engagement, roles, and outcomes. Stakeholders consistently highlighted the positive trajectory of AMPC's engagement practices, noting improvements in collaboration and responsiveness to industry needs.</p> <p>This Review found that AMPC is currently developing a cross-sectoral R&D Plan with MLA to strengthen collaboration and alignment. This plan will outline joint R&D priorities in the broader supply chain.</p> <p>Industry Partners identified the opportunity to discuss further and build on their collaboration to identify RD&E priorities more frequently. While regular meetings with AMPC are held, Industry Partners highlighted that these focus on day-to-day operations rather than strategic priorities.</p> <p>While no recent Consultation Plan has formalised these engagements, engagement has been broadly consistent with the principles established in various Frameworks. Continuing to strengthen collaboration with industry partners to identify RD&E priorities would build on alignment with this KPI.</p>
1.3. Demonstrated incorporation of industry stakeholder feedback on RD&E priorities and activities. Where incorporation is not possible, demonstration of feedback to a stakeholder/s on why incorporation was not possible.		<p>Stakeholders identified that AMPC provides several channels for feedback on RD&E priorities, including events, forums, surveys, and meetings. Industry partners expressed optimism that their feedback is considered in RD&E decision-making processes.</p> <p>Regarding government engagement, the Department of Agriculture, Forestry and Fisheries (DAFF) praised AMPC's stakeholder engagement practices in terms of transparency and the regular communication cadence. AMPC also engage through consultation forums including the Export Meat Industry Advisory Committee (EMIAC) and Market Access Prioritisation Working Group (MAPWAG) where DAFF is present. One representative from DAFF suggested establishing more regular, strategic engagements with DAFF focused on market access</p> <p>This Review did not have access to formal documentation capturing how feedback from these interactions is recorded</p>

Guideline KPIs	Status	Independent Review Commentary
		or incorporated into decision-making processes. AMPC could consider consolidating critical feedback in a summary report following major events, forums, and consultations to enhance accountability. This Report could highlight common themes, demonstrate how input influences RD&E priorities, and explain why feedback cannot be incorporated.

Summary of findings, recommendations and business improvement opportunities for Performance Principle 1

A consolidated overview of findings, recommendations and business improvement opportunities for Performance Principle 1 is provided in Table 7 below.

Table 7: Summary of findings, recommendations and business improvement opportunities.

#	Key findings	Assessment Criteria	Theme	
F2	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	Stakeholder consultation	
#	Recommendations	KPI	Theme	Risk level
R1	Publish a Consultation Plan detailing expected activities and engagement touchpoints to promote transparent and consistent stakeholder involvement.	1.1 and 1.2	Stakeholder consultation	Low
#	Business improvement opportunities	KPI	Theme	
B1	AMPC may consider formalising and documenting how stakeholder feedback is incorporated into RD&E priorities and activities.	1.3	Stakeholder consultation	
B2	AMPC may consider leaning further into strategic engagements focused on market access with the Department of Agriculture, Fisheries and Forestry.	1.2 and 1.3	Stakeholder consultation	

3.3. Performance Principle 2

Ensure RD&E [and marketing] priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio.

Overview of Performance Principle 2

This Performance Principle aims to guide RD&E and marketing activities toward delivering meaningful, industry-wide impact by encouraging a strategic and collaborative approach. It emphasises the importance of aligning priorities to strengthen the industry's overall profitability, competitiveness, and resilience to future challenges. Through a balanced portfolio, this Principle ensures resources are directed effectively to benefit the industry's long-term growth and success.


Overall assessment of Performance Principle 2

Overall, AMPC has met the requirements of Performance Principle 2. Business improvement opportunities in adoption rate assessment and data-driven decision-making for levy payers may elevate AMPC's capabilities to a heightened standard.

Assessment analysis of Performance Principle 2

An assessment of Performance Principle 2 is presented in Table 8 below. For a detailed analysis, refer to section 8.2.

Table 8: Assessment of Performance Principle 2.

Guideline KPIs	Status	Independent Review Commentary
2.1 RDC investments align with strategic plans and have demonstrated outcomes to levy payers and taxpayers, including through growth in the industry, increased profitability of producers, commercialisation, access to new markets.		<p>AMPC's transition to an Open Funding Model in 2023 has demonstrated an essential shift toward aligning investments with strategic priorities outlined in the Strategic Plan rather than individual business needs. This new model enables more collaborative, industry-wide projects, increasing transparency and reducing potential conflicts of interest (COIs) noted under the previous Plant Initiated Projects (PIP) model. Stakeholder consultation revealed that while the PIP model allowed processors to focus on unique business priorities, it often lacked broad applicability and scalability across the industry.</p> <p>AMPC's implementation of a Monitoring & Evaluation Plan (M&E Plan) further reinforces alignment between RDC investments and strategic goals, supporting investments to deliver meaningful outcomes to Levy payers and taxpayers.</p> <p>AMPC is developing a data portal designed for Levy payers to input data to track progress on metrics such as energy usage, workforce composition, and environmental impacts over time. The data portal allows Levy payers to benchmark their performance against industry standards to encourage competitive improvement. This Review suggests finalising the</p>

Guideline KPIs	Status	Independent Review Commentary
		data portal to equip Levy payers with the tools to identify opportunities for improvement.
<p>2.2 Levy payers who participate in RDC supported extension and adoption programs:</p> <ul style="list-style-type: none"> - gain new knowledge or new information to improve their long-term profitability, productivity, competitiveness and preparedness. - intend to make or have made changes to existing practices by adopting the outcomes of R&D. 	●	<p>AMPC staff consultations highlighted an opportunity to enhance extension and adoption programs, which the Engagement and Adoption Officer role will support. This role is intended to drive improvements in uptake and effectiveness across the industry. However, due to limited documentation and a small sample size of Member consultations, this Review could not accurately assess whether extension and adoption programs effectively enable Levy payers to gain new knowledge or make changes that improve long-term profitability, productivity, competitiveness, and preparedness.</p> <p>The M&E Plan includes measuring adoption rates, outcomes, and Member satisfaction through the uptake of expressions of interest, direct processor engagement, site visits, and annual Member surveys. To further enhance adoption tracking, AMPC could consider adding a more rigorous approach to monitoring and reporting the longer-term uptake of R&D investments, allowing for deeper insights into sustained impact and long-term benefits for Levy payers.</p>

Summary of findings, recommendations and business improvement opportunities for Performance Principle 2

A consolidated overview of findings, recommendations and business improvement opportunities for Performance Principle 2 is provided in Table 9 below.

Table 9: Summary of findings, recommendations and business improvement opportunities.

#	Key findings	Assessment criteria	Theme
F3	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	RD&E
#	Business improvement opportunities	KPI	Theme
B3	AMPC may consider introducing additional rigour to the data collection process for assessment of medium to long term adoption rates and program effectiveness.	KPI 2.2	RD&E; and monitoring and evaluation
B4	AMPC may consider undertaking periodic evaluation reports of adoption and extension of	KPI 2.2	RD&E; and monitoring and evaluation

	R&D to assess the applicability of projects across various processor sizes and operational contexts.		
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3.4. Performance Principle 3

Undertake strategic and sustained cross-industry and cross-sectoral collaboration that addresses shared challenges and draws on experience from other sectors.

Overview of Performance Principle 3

This Performance Principle fosters strategic and sustained collaboration across different industries and sectors. This Principle encourages innovation and enhances problem-solving through partnerships that address common challenges and incorporate insights from other sectors.



Overall assessment of Performance Principle 3

Overall, AMPC has met the requirements of Performance Principle 3. However, there are several low-level risks, vulnerabilities, and potential gaps that could compromise SFA KPI compliance. These involve reporting on the number and scale of joint RD&E investments, including detailed financial data.

Assessment analysis of Performance Principle 3

An assessment of Performance Principle 3 is presented in Table 10 below. For a detailed analysis, refer to section 8.2.

Table 10: Assessment of Performance Principle 3.

Guideline KPIs	Status	Independent Review Commentary
3.1. Completed, current and future R&D including commercialisation opportunities is accessible through the grow ^{AG} platform.		AMPC lists current, future and completed R&D projects and commercialisation opportunities on the grow ^{AG} platform.
3.2 Number and quantum of cross-industry and cross-sector RD&E investments available.		<p>AMPC actively engages in cross-industry and cross-sector RD&E, participating in joint activities with partners such as MLA and AMIC. Guided by a Memorandum of Understanding (MoU) with nine other entities, AMPC aligns with the Red Meat 2030 vision and collaborates to mitigate duplication of effort in RD&E investments.</p> <p>Over the performance period, AMPC has made remarkable progress in strengthening collaborative efforts, focusing on clearly defining roles and responsibilities within the broader supply chain.</p> <p>While no documents were sighted that capture the exact number of AMPC's cross-industry and cross-sector RD&E investments, AMPC has been tracking this through their ERP system known as NetSuite. The system is currently being populated with historical data to provide a comprehensive view</p>

Guideline KPIs	Status	Independent Review Commentary
		of past collaborations. Once the data is fully populated, it will allow for better reporting and analysis of collaborative activities.

Summary of findings, recommendations and business improvement opportunities for Performance Principle 3

A consolidated overview of findings, recommendations and business improvement opportunities for Performance Principle 3 is provided in Table 11 below.

Table 11: Summary of findings, recommendations and business improvement opportunities.

#	Key findings	Assessment Criteria	Theme
F4	This Review found that AMPC meets the requirements of Performance Principle 3.	Performance Principle 3	Collaboration

3.5. Performance Principle 4

Governance arrangements and practices fulfil legislative requirements and align with contemporary Australian best practice for open, transparent and proper use and management of Funds.

Overview of Performance Principle 4

This Performance Principle aims to ensure compliance with legislative requirements while promoting alignment with contemporary Australian best practices. This principle supports effective and responsible governance by prioritising transparency, accountability, and proper fund management.



Overall assessment of Performance Principle 4

While AMPC largely meets the requirements of Performance Principle 4, 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. These include how AMPC complies with SFA requirements for Annual Reports and monitors and reports on the progress and effectiveness of its strategy.

Assessment analysis of Performance Principle 4

An assessment of Performance Principle 4 is presented in Table 12 below. For a detailed analysis, refer to section 8.4

Table 12: Assessment of Performance Principle 4.

Guideline KPIs	Status	Independent Review Commentary
4.1 Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes.		<p>As this Review only considered legislative requirements under the <i>Australian Meat and Livestock Industry Act 1997</i> (AMLI Act), this KPI was assessed regarding the AMLI Act, the SFA and the ASX Corporate Governance Principles and Recommendations. Compliance with all other legislative requirements, Australian Government requirements and timeframes for oversight, planning and reporting of investment activities was assessed through consultation with AMPC and DAFF, neither of whom raised compliance concerns.</p> <p>Overall, this Review finds that AMPC:</p> <ul style="list-style-type: none"> • Has complied with requirements under the AMLI Act • Has several compliance risks under the requirements of the SFA, particularly concerning reporting and, to a lesser extent, planning. • Has complied with the ASX Corporate Governance Principles, with several opportunities for improvement identified. <p>A comprehensive summary of the assessment against requirements, including observations, findings, recommendations and opportunities for improvement, is included below this table.</p>
4.2 Demonstrated management of financial and non-financial risk.		<p>As per the Corporate Governance Policy, AMPC has a:</p> <ul style="list-style-type: none"> • Risk Management Plan • Fraud Control Plan, and • Conflict of Interest & Chinese Walls Policy. <p>These cover identifying and managing financial and non-financial risks, satisfying this requirement. The audit findings for the year ended 30 June 2024 further validate AMPC's effective management of financial and non-financial risks.</p>
4.3 Relevant policies and procedures adopted and implemented (e.g., privacy etc).		<p>The Board of AMPC maintains a Corporate Governance Policy that establishes AMPC's broader governance framework. As per the Policy, key documents include the:</p> <ul style="list-style-type: none"> • Code of Conduct • Conflict of Interest & Chinese Walls Policy • Delegations Authority • Diversity Policy • Fraud Control Plan, and • Risk Management Plan. <p>The Code of Conduct references a Privacy Policy outlining information management practices, also providing important guidance for privacy and information security. Collectively, these documents provide the expected policies for AMPC. Further, consultations with staff did not reveal any concerns about implementing policies.</p> <p>Notwithstanding this, two opportunities for improvement were identified with respect to the following:</p>

Guideline KPIs	Status	Independent Review Commentary
		<ul style="list-style-type: none"> • Document Control or Information Management Policy: While this is not a mandatory governance document, this should be adopted under better practice. This will help support adoption and consistency of documentation and information management practices at AMPC, including the currency of internal and external documentation. • Procedures: no procedures were provided as part of this Review or are publicly available on AMPC's website. Accordingly, this Review is unable to comment conclusively on the adoption and implementation of procedures and whether they are adequate to operationalise policies. <p>Finally, best practice in governance emphasises the public availability of key governance documents to promote transparency, accountability and public trust. The Review understands that AMPC's Board has actively decided not to make the above documentation publicly available. This may mark an opportunity for review and reconsideration, to enhance confidence in AMPC's operations and governance into the future.</p>
4.4 Non-financial resources implemented effectively (Human resources, IT, IP etc).	●	<p>AMPC implements its non-financial resources through internal and outsourced staffing arrangements. Specifically, Human Resources (HR) and Information Technology (IT) are outsourced, whilst Intellectual Property (IP) is managed by the Program Administrator.</p> <p>Consultation with stakeholders indicates that current implementations are generally practical. While some staff noted a potential improvement opportunity to current IT software, they also recognised that AMPC's size and resource constraints did not warrant significant additional investment in this area.</p> <p>While the current implementation is considered effective, some stakeholders raised concerns that corporate knowledge was primarily retained in individuals, such as the Program Administrator. AMPC identified this limitation and has actively engaged to address the risk. This has included documenting critical processes and procedures and establishing job sharing and backup arrangements for critical roles. As documentation to this effect was not sighted, AMPC should ensure that ongoing documentation efforts are continued and expanded to fully address this opportunity for improvement.</p> <p>Finally, the Review acknowledges AMPC's ambition for strategic and revenue growth. Within this context, AMPC has actively and continues to engage in assessing its operating model, including resource and workforce allocation. This proactive approach demonstrates AMPC's commitment to maintaining its effectiveness into the future, including of implemented resources and should be maintained, to ensure that resources are aligned with and continue to be fit for purpose in light of AMPC's growth.</p>

Summary of findings, recommendations and business improvement opportunities

A consolidated overview of findings, recommendations and business improvement opportunities for Performance Principle 4 is provided in Table 14 below.

Table 14: Summary of findings, recommendations and business improvement opportunities.

#	Key findings	Assessment Criteria	Theme	
F5	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	Governance	
#	Recommendations	KPI	Theme	Risk level
R3	AMPC should review its Annual Report and any underpinning reporting processes, to ensure full compliance with SFA requirements.	KPI 4.1	Governance	Low
R4	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.	KPI 4.1	Governance	Moderate
#	Business improvement opportunities	KPI	Theme	
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.	KPI 4.3	Governance	
B6	AMPC may consider continuing to prioritise the documentation of key roles, policies and processes, to safeguard business continuity and knowledge retention.	KPI 4.4	Governance	

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.	KPI 4.1	Governance
B8	AMPC may consider enhancing transparency by providing stakeholders with information regarding its performance reporting to the Minister. This may include publishing the compliance confirmation letter from the Minister, as well as any supporting documentation.	KPI 4.1	Governance
B9	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.	KPI 4.1	Governance

3.6. Performance Principle 5

Demonstrate positive outcomes and delivery of RD&E [and marketing] benefits to Levy payers and the Australian community in general, and continuous improvement in governance and administrative efficiency.

Overview of Performance Principle 5

This Performance Principle aims to establish appropriate mechanisms and processes that facilitate regular and impartial performance reviews. It seeks to identify opportunities for improvement, demonstrate that investments are working towards meaningful RD&E outcomes and priorities, and effectively communicate the results and benefits of RD&E activities and investments to stakeholders and the government.



Overall assessment of Performance Principle 5


Overall, AMPC has met the requirements of Performance Principle 5, as detailed below. Opportunities for improvement have been identified to mature further or uplift performance in relation to communication regarding achieving strategic objectives outlined in AMPC's monitoring, evaluation and reporting artefacts. This includes the M&E Plan, 2020-2025 Strategy Plan, Annual Operating Plans, and Annual Reports.

Assessment analysis of Performance Principle 5

An assessment of Performance Principle 5 is presented in Table 15 below. For a detailed analysis, refer to section 8.5.

Table 15: Assessment of Performance Principle 5.

Guideline KPIs	Status	Independent Review Commentary
5.1 Impact (cost-benefit) assessment of a broad cross-section of RD&E [and marketing] investments undertaken annually.		<p>AMPC undertakes impact assessments (cost-benefit assessment) of a broad cross-section of RD&E investments.</p> <p>Each Annual Report (2019-2020 to 2023-24) illustrates the cost-benefit ratio for a sample of projects evaluated during the reporting period.</p> <p>AMPC has conducted 50 independent evaluations during its 2020-2025 Strategic Plan period. The 2023-24 Annual Report highlights the cost-benefit analysis and return on investment (ROI) from the cumulative impact evaluation.</p>
5.2 Demonstrated consideration of and response to outcomes of monitoring and evaluation processes.		<p>AMPC undertakes monitoring and evaluation processes and uses the data and insights to inform strategy development and investment planning, including allocation of resources, portfolio balance and selection of research providers.</p> <p>Evaluations are conducted according to the guidelines set forth by the Council of Rural Research and Development Corporations (CRRDC) Impact Assessment Program (2018).</p> <p>These evaluations are based on a review of project outputs and involve consultations with researchers, industry representatives,</p>

Guideline KPIs	Status	Independent Review Commentary
		<p>and other relevant stakeholders. The assessments model the marginal costs and benefits of a project over a 30-year period.</p> <p>As per the CRRDC Impact Assessment Program: Guidelines (2018), GHD considered and modelled the project case (with project scenario) against the counterfactual (without project scenario) to determine the likely change in net economic benefit and, therefore, return on investment.</p> <p>AMPC has commenced developing organisational KPIs for the 2024-25 Annual Operating Plan.</p>
5.3 Transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E [and marketing] activities.		<p>AMPC publishes the outcomes and benefits of its projects through reports back to the community and industry. Impacts and benefits are provided through social media, YouTube, newsletters, website content, case studies and articles.</p> <p>Publication of annual impact assessment results occurs through the Annual Reports as described in 5.1.</p> <p>There are opportunities to improve 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 AMPC can promote better transparency for Levy payers and the Australian community regarding its progress toward achieving these strategic objectives.</p>

Summary of findings, recommendations and business improvement opportunities for Performance Principle 5

A consolidated overview of findings, recommendations and business improvement opportunities for Performance Principle 5 is provided in Table 16 below.

Table 16: Summary of findings, recommendations and business improvement opportunities.

#	Key findings	Assessment Criteria	Theme
F6	The Review found that AMPC has met the requirements of Performance Principle 5. Opportunities for improvement have been identified to mature further or uplift performance in relation to communication regarding achieving strategic objectives outlined in AMPC's monitoring, evaluation and reporting artefacts.	Performance Principle 5	Monitoring and evaluation
#	Business improvement opportunities	KPI	Theme
B10	AMPC may consider improving communication regarding achieving strategic objectives outlined in AMPC's monitoring, evaluation and reporting	KPI 5.3	Monitoring and evaluation; and governance

	<p>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.</p>		
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4. Evaluation of performance against Guidelines

4.1. Overview

As an RDC, AMPC should align its operations and performance with mandatory and best-practice guidance provided by the Commonwealth. While guidelines provided by the Commonwealth are non-binding, they offer valuable context for adopting best practices and addressing Government and industry priorities. This Review considered AMPC's performance against various guidelines and additional priorities, including:

1. Guidelines for Statutory Funding Agreements
2. RDC Knowledge Transfer and Commercialisation Guide
3. Best Practice Guide to Stakeholder Consultation, and
4. Other ministerial priorities as communicated by the Commonwealth.

This evaluation drew on insights from stakeholder consultations, corporate governance documents, policies, procedures, and survey data to assess AMPC's performance. This Review found that AMPC generally aligns with the non-binding guidance and information. Improvements have been identified in each criteria area to mature further or uplift performance.

Overall assessment of performance against the Guidelines

This review highlights the AMPC's dedication to aligning its operations and performance with the best practice guidance set forth by the Commonwealth. Overall, the AMPC complies with the non-binding guidance included within the SFA.

Areas for improvement have been identified and outlined under each guideline section to elevate capabilities to a higher standard. This is especially relevant to the AMPC's approach to 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 Knowledge Transfer and Commercialisation Guide.

Table 17: Key findings for assessment of performance against the Guidelines.

#	Key findings	Assessment Criteria	Theme
F7	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.	Guidelines for SFAs	All Principles

#	Key findings	Assessment Criteria	Theme
	Several opportunities for improvement have been identified and detailed under each guideline area to enhance its capabilities to a higher standard.		

4.2. Guidelines for SFAs

Overview of Guidelines for SFAs

The Guidelines for SFAs provide both enforceable KPIs and non-binding guidance to monitor RDC performance. The enforceable KPIs are mandatory for demonstrating compliance with the SFA and are assessed in section 3 of this Report. The non-binding commentary, which offers additional context and guidance, is also largely addressed in section 3. However, the following section explores any remaining gaps, drawing on the non-binding guidance to provide a more comprehensive assessment.

Overall assessment of Guidelines for SFAs

Overall, the AMPC aligns with the non-binding guidance within the SFA. The current limitations based on the assessment were around the maturity of planning and reporting for the Portfolio Investment Plan for 2026-2030. This included 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.

Assessment analysis of Guidelines for SFAs

An assessment analysis of Guidelines for SFAs is provided in section 8.6.

Summary of findings, and business improvement opportunities

A consolidated overview of findings, and business improvement opportunities for Guidelines for SFAs is provided in Table 18 below.

Table 18: Summary of findings, and business improvement opportunities.

#	Key findings	Assessment Criteria	Theme
F8	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	Guidelines for SFAs	Governance, and monitoring and evaluation

	performance impact of new strategic objectives identified through developing the Portfolio Investment Plan 2026-2030.		
#	Business improvement opportunities	KPI	Theme
B11	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.	KPI 5.3	All Principles

4.3. Best Practice Guide to Stakeholder Consultation

Overview of Best Practice Guide to Stakeholder Consultation

The Best Practice Guide to Stakeholder Consultation (**Consultation Guide**) provides a set of guiding principles that apply to all RDCs, including AMPC. AMPC must demonstrate how it applies the principles at its annual performance meetings with the Department and in independent performance reviews. The six key principles for good stakeholder consultation, as set out in the Consultation Guide are: transparent, accessible, straightforward, well planned, fit for purpose, and responsive. These principles underpin meaningful best practice consultation conducted in a genuine, frank and respectful manner. The assessment of AMPC's performance against these guiding principles is included below.

In addition to setting out guiding principles, the Consultation Guide requires AMPC to publish an overarching Consultation Plan outlining its approach to consultation, the mechanisms used and consultation activities to make it easy for levy payers to participate.

Overall assessment of Best Practice Guide to Stakeholder Consultation

Overall, AMPC successfully applies the principles in its approach to consultation. Opportunities for improvement were identified to enhance its capabilities to a higher standard due to the assessment of Performance Principles 1 and 2, and no further action is recommended.

Assessment analysis of Guidelines for SFAs

An assessment analysis of Best Practice Guide to Stakeholder Consultation is provided in section 8.6.

Summary of findings, and business improvement opportunities

A consolidated overview of findings, and business improvement opportunities for Best Practice Guide to Stakeholder Consultation is provided in Table 19 below.

Table 19: Summary of findings

#	Key findings	Assessment Criteria	Theme
F9	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	Stakeholder consultation

4.4. RDC Knowledge Transfer and Commercialisation Guide

Overview of RDC Knowledge Transfer and Commercialisation Guide

The RDC Knowledge Transfer and Commercialisation Guide outlines best practices for translating R&D outcomes into practical, commercially viable solutions that benefit the broader industry. The guide emphasises the importance of effectively transferring knowledge from R&D investments to industry stakeholders, ensuring that innovations reach those who can implement them and drive real-world impact. The Guide provides 21 principles grouped into eight thematic areas. Collectively, these principles provide guidance to support engagement with industry stakeholders, pathways for scaling innovations, and strategies to maximise the value of R&D through targeted commercialisation efforts.

As the Guide establishes general principles, which may be adapted differently by specific RDCs, including AMPC, this Review has focused on assessing performance against the thematic areas whilst also having some consideration for the 21 guiding principles.

Overall assessment of RDC Knowledge Transfer and Commercialisation Guide

Overall, AMPC is aligned with the guiding principles outlined in the RDC Knowledge Transfer and Commercialisation Guide. Notwithstanding this, several opportunities for improvement were identified to enhance its capabilities to a higher standard through developing a customised Knowledge Transfer and Commercialisation Guide and improving processes and procedures, supporting the adoption and implementation of principles.

It is important to note that while AMPC generally aligned with the Guide, there were instances where documentation was insufficient to assess this alignment fully. In cases where documentation was unavailable, the Review indicated general alignment due to the absence of specific issues or concerns from stakeholders in the relevant thematic areas. Improving documentation, such as policies and procedures, is crucial for AMPC to enhance consistency, operational effectiveness, and business continuity in adopting the RDC Knowledge Transfer and Commercialisation Guide.

Assessment and analysis of RDC Knowledge Transfer and Commercialisation Guide

An assessment of RDC Knowledge Transfer and Commercialisation Guide is presented in Table 20 below. For a detailed analysis, refer to section 8.6.

Table 20: Assessment of RDC Knowledge Transfer and Commercialisation Guide principles.

Principle	
1. RDCs invest in a balanced portfolio of projects focused on industry impact and adoption, primarily to ensure the maximum benefit is accrued by levy holders. Investment in commercialisation should focus on the most efficient and sustainable pathway to primarily enable technology access by levy payers.	●
2. Research investment should consider knowledge transfer pathways to adoption and impact early, to ensure that R&D outputs are consistent with the primary objectives and optimal pathways for adoption.	●

Principle	
3. The RDC should ensure that appropriate knowledge transfer and commercialisation resources (qualified and experienced staff, external expertise and/or funding) and systems including intellectual property (IP) management plans, policies and organisational support, are in place to protect IP and manage knowledge transfer, particularly the commercialisation pathway for adoption.	●
4. Intellectual property ownership and rights of project outputs should be covered off contractually and generally structured to primarily support adoption by levy payers towards achieving maximum industry impact, whilst mitigating risks to the industry, the RDCs and Australia.	●
5. IP registration should only be considered when it is required to assist with leveraging adoption, as a defensive measure, as required to maintain quality control of the outcomes, or when brand protection is considered valuable or necessary. A central, pro-actively managed register of registered IP should be maintained.	●
6. Publications from research funding are encouraged to be made available via open access. This enables learned outcomes to be utilised and built upon by others. Creative Commons licensing facilitates the use and adaption of copyrighted materials by others.	●
7. Copyrighted material should acknowledge authors and creators (when known) in a clear and reasonably prominent manner. Moral Rights waivers for copyrighted material are often incorporated into contracts, which assists RDC's to fulfill their obligations under their Commonwealth Statutory Funding Agreement.	●
8. Commercialisation of technologies should primarily focus on providing the strongest benefits and impact to Australia and the industry served, rather than royalty income.	●
9. RDCs will encourage private sector investment and collaboration in the commercialisation of project outputs wherever appropriate.	●
10. RDCs should seek to accelerate the adoption of novel technologies and services by selecting the most appropriate commercialisation pathway, which could include a collaboration, licence, assignment, joint venture or start-up company. Where IP is licensed, minimum performance requirements/targets will be included to ensure that commercial delivery obligations are established and met.	●
11. Australian public commercialisation marketplaces and innovation platforms such as growAG and evokeAG will be supported and leveraged for amplification of innovation and identification of collaborative and commercial partners. These platforms, hubs and marketplaces can also be used to validate and/or develop ideation and approaches to R&D.	●
12. As applicable, the value propositions to multiple organisations, touch points and actors along the delivery pipeline, as well as the end user, should be understood. Pitches for support, should be structured to create interesting, insightful, persuasive short stories, that can be easily comprehended and translated by the receiver to match their value proposition requirements.	●
13. When negotiating project participation and commercial terms of engagement, RDCs should seek to build sustainable collaborative partnerships with commercial partners, both to assist with the strong adoption of the IP and to assist in creating an ongoing relationship for the commercialisation for future technology opportunities.	●

Principle	
14. When applicable, RDCs should utilise uncomplicated commercialisation models and straightforward agreements commensurate to the technology and market, to facilitate the smooth and efficient commercialisation of IP and new technologies.	●
15. Often RDCs will implement systems to ensure due diligence and risk management principles are applied to commercialisation activities, in accordance with the RDCs' risk appetite.	●
16. Appropriate exit strategies are determined as soon as a RDCs' ongoing involvement is no longer desirable or required to maintain industry benefit.	●
17. Where RDCs generate a commercial return on exploitation of intellectual property (via licensing, royalties, divestment, equity vehicles and other commercial arrangements) this will not be to the detriment of ensuring industry benefits and advantages are maintained.	●
18. Income generated from commercialisation should be expended on projects or activities that are consistent with the objectives of RDCs as defined by their Constitution.	●
19. Consideration may be given to commercialisation of intellectual property outside of Australia when: <ul style="list-style-type: none"> no major disadvantage to the Australian industry is evident; and it may enhance the industry's competitive position; and/or global benefits from the international collaboration or commercialisation are evident; and/or it is necessary to underpin the capability and viability of the commercialisation or RDC strategy. 	●
20. Often systems are implemented to ensure due diligence and risk management principles can be applied to establish basic freedom to operate in relation to IP creation, management and commercialisation activities undertaken.	●
21. What will success look like? RDCs should consider the potential impact from research outputs and consider ways to measure actual impact from adoption by including reporting requirements on adoption figures in contracts and referencing in published materials.	●

Summary of findings and business improvement opportunities

A consolidated overview of findings, and business improvement opportunities linked to the RDC Knowledge Transfer and Commercialisation Guide is provided in Table 21 below.

Table 21: Summary of findings, and business improvement opportunities.

#	Key findings	Assessment Criteria	Theme
F10	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	RDC Knowledge Transfer and Commercialisation Guide	Knowledge transfer and commercialisation

	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.		
#	Business improvement opportunities	KPI	Theme
B12	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.	-	Knowledge transfer and commercialisation
B13	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. .	-	Knowledge transfer and commercialisation

4.5. Ministerial priorities as communicated to AMPC

Overview of Ministerial priorities as communicated to AMPC

As an RDC, AMPC may receive ministerial priorities communicated by the Commonwealth to inform their activities and funding decisions. AMPC is required to respond to these priorities and take action to address them.

Overall assessment of Ministerial priorities as communicated to AMPC

AMPC and DAFF have confirmed that AMPC has no Ministerial priorities notified by the Commonwealth for action. As such, no further guidance is provided.

Summary of findings

A consolidated overview of findings for Ministerial priorities as communicated to AMPC is provided in Table 29 below.

Table 22: Summary of findings.

#	Key findings	Assessment Criteria	Theme
F11	This Review found that AMPC and DAFF have confirmed that AMPC has no additional priorities notified by the Commonwealth. As such, a performance review is not applicable.	Ministerial priorities as communicated to AMPC	All Principles

5. Annual Performance Reviews since last Review (2020)

Overview of Performance Reviews since last Review (2020).

Item 11 of the SFA outlines that AMPC is expected to prepare an annual report, supplemented by supporting documents or a presentation, to demonstrate its performance against the Performance Principles. This reporting process serves as a key accountability mechanism, ensuring that AMPC provides transparency regarding its activities, outcomes, and alignment with the Principles outlined in the SFA.

Overall assessment of the evaluation of annual Performance Reviews since last review (2020)

Based on a letter obtained in 2023, the Department confirmed that AMPC met the requirements of the Performance Principles for the 2021-22 period. While this Review could only access one letter received from consultations with DAFF, it revealed that there have been no instances of non-compliance since the introduction of the 2020-30 SFA. AMPC has reported annually to DAFF against the required KPIs through presentations. DAFF has found this Reporting to demonstrate AMPC's performance across all five performance principles for the applicable periods.

Summary of findings

A consolidated overview of findings for the evaluation of annual Performance Reviews since the last review (2020) is provided in Table 23 below.

Table 23: Summary of findings.

#	Key findings	Assessment criteria	Theme
F12	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)	All Principles

6. Implementation of previous Review recommendations

Overview of implementation of actions taken since previous Independent Performance Review

RDCs should demonstrate that they are implementing actions from previous reviews to ensure continuous improvement and alignment with their strategic objectives. The previous Independent Review, conducted for the 2016-2020 period, identified 12 key recommendations for AMPC to address. These recommendations were designed to improve AMPC's governance, operations, and alignment with its strategic objectives. AMPC agreed to implement these recommendations and provided a formal Board Response, detailing 31 specific actions and deadlines to address the areas identified for improvement.

In addition to the 2016-2020 Performance Review, AMPC underwent an Interim Review of the Performance Review (the **Interim Review**) in 2023. This Interim Review served as a progress check on implementing the earlier recommendations and provided further recommendations.

The following assessment evaluates AMPC's progress, considering insights from the Interim Review, stakeholder consultations, corporate governance documents, policies, procedures, and survey data.

Overall assessment of actions taken since previous Independent Performance Review

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.

Detailed assessment of actions taken since previous Independent Performance Review

A detailed assessment of actions taken since the previous Independent Performance Review is provided in Table 25 below.

Table 24: Rating scale for assessment of actions taken since previous Independent Performance Review.

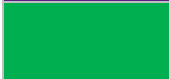



Rating Scale	Description
	This Recommendation has been implemented.
	This Recommendation has been partially implemented.
	This Recommendation has not been implemented.
	This Recommendation has been implemented; however, further opportunities or improvements have been noted.

Table 25: Detailed assessment of actions taken since previous Independent Performance Review.

2016-2020 Recommendations	Status	Independent Review Commentary
Corporate Governance		
<p>1. Undertake revisions to AMPC Constitution to modernise its governance practices, in particular:</p> <ul style="list-style-type: none"> I. Director terms of 3 years with a maximum of 3 terms; II. Introduce Director election rotation to remove 'whole-of-board' election/replacement in one year and maintain corporate knowledge. Stagger election for Year 1: 3 Directors, Year 2: 2 Directors, and Year 3: 2 Directors; III. Special qualification directors replaced naming to Independent Directors and appointed by levy payers at the Annual General Meeting election based on whole-of-board skills assessment and requirement; PAGE 30 IV. Remove the alternate director provision; V. Consistency of/updating reference to roles (e.g. CEO to Executive Officer); and VI. Update AGM election process to Direct Voting from Preferential Voting. 		<p>AMPC accepted this recommendation, with the Board Response committed to conducting an assessment of the performance review recommendations and the ASX corporate governance principles, preparing a new zero-based constitution embodying the recommended changes endorsed by the AMPC board following the initial 'if not why not' assessment, and enacting the new director appointment processes at the next AGM.</p> <p>In response to this, the Nomination & Remuneration Committee and Company Secretary were responsible for conducting an 'if not, why not' assessment and made updates to the constitution to adopt a 3-year term for Directors with a maximum tenure of three terms for Directorship. No new or revised recommendations were made in relation to this element.</p> <p>While the Board has reviewed the recommendation to stagger the Director appointments to maintain corporate knowledge, it is not enshrined within the AMPC Constitution. It is noted the Constitution replacement of a 'qualified' person, all Processor Directors must be re-elected at the subsequent AGM. The KPMG Mid-point review updated this recommendation for AMPC to re-consider a staggered Processor Director election process. In response to the KPMG Mid-point review, the Board undertook an 'if not, why not' assessment and concluded that the risks to corporate knowledge and Board continuity have been mitigated. This is achieved through the implementation of comprehensive induction processes and detailed documentation.</p> <p>The AMPC Constitution has been updated to revise the definitions referring to non-processor directors as Independent Directors and included skills assessment as part of all director appointments. While amendments and updates have been made, the 2023 KPMG mid-point review noted that the selection process for Independent Directors is reliant on newly (or re-appointed) Processor Directors selecting the Independent levy payers from shortlisted candidates and that this may not provide objective views that the candidates are the most appropriate and address the skill gaps. No new or revised recommendations were made in relation to this element.</p> <p>The AMPC Constitution was amended following the 2021 AGM to remove the Alternate Director provision. No new or revised recommendations were made in relation to this element.</p> <p>In 2021, a Resolution was agreed upon by the Board and at the AGM by levy payers to update the title of the CEO within the Constitution; this has further been reflected in the AMPC's relevant corporate policies and procedures. The KPMG Mid-point review noted AMPC should review how the position of the CEO is referred to within the AMPC Corporate Governance Policy (updated) and AMIC Engagement Framework (to be updated).</p>

2016-2020 Recommendations	Status	Independent Review Commentary
		<p>Regarding the AGM election and Director Voting amendments, the use of direct voting was not endorsed by the Board, and their feedback noted that this change was not seen as beneficial by the industry and levy payers. The KPMG Mid-point review updated this recommendation for AMPC to re-consider moving to direct voting from preferential voting but maintain the allocation of votes via Register A and Register B.</p>
<p>2. AMPC to implement a Board appointment process for Processor Directors aligned to the skills-based requirement as defined under the SFA and Constitution and in line with ASX Corporate Governance principles and recommendations (within limitations of AMPC Constitution) that accounts for timeframes to call for nominations aligned to skill requirements and allows for independent review before voting by levy payers at the AGM.</p>		<p>AMPC agreed to this recommendation with the Board Response committing to preparing definitions of each of the board skills based on agreed competencies, conducting a review of board skills by an external consultant before AGM and follow-up annually, ratifying the director skills review and election process into policy or procedure; and agree and document the appointment process by way of policy/procedure.</p> <p>AMPC has introduced a candidate skills-assessment process for Processor and Independent Directors. The process for Director appointments varies between Processor and Independent directors as follows:</p> <ul style="list-style-type: none"> • Processor Directors – call for nominations approx. 2 months before the AGM, nominated candidates complete relevant forms including skills against the Board requirements for eligibility and qualifications, the NRC assesses Processor Director candidates against the skills-based board matrix, levy payers cast their votes by ballot, and this is tallied by the Company Secretary, successful nominations announced at the AGM. • Independent Directors – Approx. One month before the AMG, NRC provides public notice inviting applications for independent Directors, an independent advisor supports the shortlisting and selection process to address any skills gaps from the newly elected Processor Directors, and shortlisted candidates are provided to the Processor Director Board for final appointment of 2 Independent Directors. <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted opportunities for improvement in the actions taken to address this recommendation, mainly through the approach and associated timeframes for Processor and Independent Director appointments, and identified subsequent recommendations to:</p> <ul style="list-style-type: none"> • Review the process of Director nominations (both Processor and Independent), the responsibility of which sits with the NRC and is enshrined within the NRC Charter, to ensure a fully elected skills-based board in line with the SFA 2030 requirements and modern, good corporate governance processes and expectations. • AMPC considers increasing the timeframes for the NRC to facilitate the nomination and selection process to allow for adequate time to evaluate candidate skills and use the support of independent advisors.

2016-2020 Recommendations	Status	Independent Review Commentary
		<ul style="list-style-type: none"> AMPC consider reviewing the Constitutional requirement for 7 Processor Directors, and instead requires a 'majority' of processor Directors on the balance of the overall Board.
3. Continue to drive an enhanced continuous improvement Corporate Governance culture within the organisation by ensuring the SFA, Constitution, and Red Meat MoU are practically leveraged in AMPC's Governance Policy to guide Board and Executive performance and delivery.		<p>AMPC agreed to this recommendation with the Board Response committing to driving an enhanced continuous improvement Corporate Governance culture by ensuring the SFA, Constitution, and Red Meat MoU are practically leveraged in its Governance Policy to guide Board and Executive performance and delivery and developing a continuous improvement roadmap for strategic period 2020-25.</p> <p>To achieve this, AMPC implemented a continuous improvement approach, which is now embodied within its Corporate Governance Policy. Section 11 of the Corporate Governance Policy states 'the Board is committed to a culture of continuous improvement around AMPC's governance', and 'recognises that good corporate governance extends beyond compliance, and is committed to leveraging the Funding Agreement, Constitution and Red Meat Industry MoU as guidance for board and executive performance'.</p> <p>AMPC has demonstrated its commitment to fostering a culture of continuous improvement by ensuring the SFA and Constitution are leveraged to guide the Board and Executive performance and delivery, with Section 10.2 of the Corporate Governance Policy stating, 'The Board must ensure that directors collectively demonstrate the skills outlined in AMPC Constitution and Funding Agreement'.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted the recommendation had been implemented and identified a subsequent recommendation to:</p> <ul style="list-style-type: none"> Continue to enhance corporate governance and adopt better practice, consider in the future that the role of the Board Chair is held by a non-Processor Director who is elected by the Board, to allow for better impartiality and independence from any specific member organisations.
4. Continue to enhance the clear separation of powers between the Board and Executive. This will be achieved through the Board's continued focus on longer-term AMPC strategy, industry operating environment, and Corporate Governance-related matters; and the Executive being charged with full authority to make decisions and act on behalf of the organisation to ensure		<p>AMPC agreed to this recommendation, with the Board Response committing to enhancing the clear separation of powers between the Board and the Executive. This was achieved through revisions to AMPC delegation and corporate governance framework to allow the CEO to approve larger sums of operational, capital and project expenditure. For project expenditure, any AMPC projects between \$0.5M and \$1M are to be notified to the Board before approval, with a 3-business day timeframe for feedback and a 5-business day timeframe for discussion requests should no response be provided. The CEO is authorised to execute the full delegation.</p> <p>This should allow the Board to focus on long-term strategy, the industry operating environment, and Corporate Governance matters, while the Executive was empowered to make decisions and act to deliver against KPIs and objectives as detailed in the Strategic and Annual Operating Plans.</p>

2016-2020 Recommendations	Status	Independent Review Commentary
delivery against the KPIs and objectives detailed in the approved Strategic Plan and Annual Operating Plans.		The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted that the recommendation had been implemented, and no subsequent recommendations were made.
<p>5. Develop and/or review the following Board policies to align with current best practice:</p> <ol style="list-style-type: none"> I. Risk management framework to consider further assessment and monitoring of material exposure to environmental, social, or governance risks, i.e., changes to MoU, RDC reform, community attitudes; II. Board meetings resolution register; and III. Policy for the ongoing professional development of directors. 		<p>AMPC agreed to this recommendation with the Board Response committing to revising the risk management plan to incorporate environmental risks and emerging risks, introduce and maintain a resolutions register, include director professional development within the Corporate Governance Policy; and an annual governance update delivered to the board, with focus on performance review topics.</p> <p>AMPC updated its risk management plan 2022 to address the improvements identified in the 2020 Performance Review. Responsibility for the Plan remains with the Board. However, this has been delegated to the Audit and Risk Committee (ARC) under the ARC Charter. The CEO remains responsible for operational and business risks, while the ARC is responsible for strategic and corporate risks.</p> <p>AMPC has also introduced a Board Resolutions Register to track Board decisions, minutes, outcomes and circular resolutions. This will further support accountability and management of decisions and resolutions from the Board.</p> <p>Further, AMPC has also made inclusions to their Corporate Governance Policy for a budget and commitment to Director Professional development, and further inclusions within their AOP. It was noted that the Board had undertaken professional development and training courses in recent periods.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted the recommendation had been implemented; however noted some opportunities for improvement and identified subsequent recommendations to:</p> <ul style="list-style-type: none"> • Create a Board specific induction process to support incoming Processor and Independent Directors (<i>Underway – Director induction process has been supported by the Board</i>). • Support greater use of the Board Professional Development Funds – in line with the Governance Policy – including creating a Board Training Register for Processor Directors (Management supports this recommendation – NRC has been identified to support and resolve recommendation). • Simplify and agree on an annual and regular set of board evaluation protocols. (Management supports this recommendation – NRC has been identified to support and resolve this recommendation).

2016-2020 Recommendations	Status	Independent Review Commentary
Company Structure and Funding		
<p>6. Implement a Memorandum of Understanding (MoU) with MLA to improve the delivery and operational benefit to both levy payers, the Red Meat Industry, and each organisation. The MoU is to clearly define the process around engagement, consultation in the annual investment process, organisational operational and reporting needs and expectations, program and investment reporting requirements, process for the commercialisation of IP, process for sharing of industry insights, and strategic investment prioritisation process for sharing.</p>		<p>AMPC agreed to this recommendation, with the Board Response committing to implementing a Memorandum of Understanding (MoU) with MLA to improve delivery and operational benefits to Levy payers, the Red Meat Industry, and each organisation.</p> <p>The AMPC and MLA have executed a joint Engagement Framework, which outlines the guiding principles and establishes shared expectations on how both organisations will engage with each other. Importantly, the Engagement Framework sets the overarching roles of each organisation, principles on matched funding and joint activities, and an annual engagement cycle and identifies key stakeholders and their counterpart relationships.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted the recommendation had been implemented and identified a subsequent recommendation to:</p> <ul style="list-style-type: none"> Review and enhance the MLA-AMPC engagement framework, acknowledging the progress made by each RDC and account for new operational and strategic changes.
<p>7. Continue to drive a collaborative relationship with DAWE both in respect to the SFA, Strategic Plan, Annual Operating Plans, and broader R&D outcomes, this includes ensuring ongoing compliance with the SFA through timely engagement with and submission of compliance and audit reports to DAWE.</p>		<p>AMPC agreed to this recommendation with the Board response, committing to developing an internal department engagement plan and ensuring that all relevant document submissions are included on the Compliance Calendar.</p> <p>AMPC DAFF engagement framework has been developed and includes information on the role of AMPC in engaging with DAFF through strategic planning processes, as well as other opportunities to partner with the Department in R&D projects for mutual benefit.</p> <p>Consultation with the Department highlighted positive interactions between AMPC and the Department based on open and transparent communications. Feedback noted a clear approach to communicating, whether with the department or with the industry and consideration given by AMPC to the target audience.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted that the recommendation had been implemented and did not identify any subsequent recommendations; rather, it noted that the DAFF engagement framework would require regular updates to incorporate government or departmental staff changes.</p>

2016-2020 Recommendations	Status	Independent Review Commentary
Company Operations		
8. Continue to drive an industry insights and service delivery model approach to AMPC strategic planning, aligned with broader Red Meat Industry priorities and clearly define AMPC investment and role through the finalisation of the 2020 – 2025 Strategic Plan by 30 June 2020 and effective implementation across the organisation prior to the end of the current SFA in November 2020. This also ensures AMPC's alignment with broader Red Meat Industry horizons (i.e. Red Meat 2030, MISP 2020 – 2030, and MLA's Strategic Plan).		<p>AMPC agreed to this recommendation with the Board response committing to developing an internal Red Meat Industry stakeholder engagement plan; developing and defining clear messaging around AMPC's investments, role, and delivery model; ensuring and communicating the alignment of the 2025 strategic plan with the Red Meat 2030 priorities; and ensuring systems capable of activity reporting against Red Meat 2030 pillars.</p> <p>AMPC has developed engagement frameworks with AMIC and MLA to help improve and support engagement with key red meat industry stakeholders and organisations. These frameworks individually set out the purpose, principles, key relationships, and engagement cycle of the respective organisation.</p> <p>AMPC has taken steps to develop a communications plan (see Recommendation 11) that sets the aim, objectives, and communication activities to support awareness, engagement, and understanding of AMPC's role and delivered outcomes.</p> <p>AMPC ensured alignment of the 2020-2025 Strategic Plan with Red Meat 2030 priorities and communicated this alignment, with the Plan stating, 'This plan is underpinned by the meat industry's strategic priorities, Red Meat 2030, the rural research development and extension priorities, and the national science and research priorities'. Further, AMPC Strategic Plan includes a 'Research Priorities' section from pages 30-32, which tables the alignment between the priorities set in the strategy to those of the Red Meat 2030 and other industry priorities highlighted.</p> <p>AMPC's M&E Plan documents the evaluation approach and framework, which highlights AMPC's '<i>approach to strategic planning and implementation which cascades down from the overarching Red Meat 2030 Strategy, through to project delivery and adoption.</i>'. This will support AMPC in demonstrating how the delivery of projects will help their 2020-2025 Strategy and ultimately against Red Meat 2030.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted that the recommendation had been implemented and identified subsequent recommendations to:</p> <ul style="list-style-type: none"> Finalise the Red Meat Industry MoU (<i>Partially complete - MoU still in draft, however, Management noted no action required on this as the draft is not a significantly stronger position for AMPC</i>). Continue to support RMAC develop its Red Meat 2030 Reporting Framework as a tool and mechanism of demonstrating AMPC's service delivery impact amongst the red meat industry.

2016-2020 Recommendations	Status	Independent Review Commentary
Project Planning and Effective Delivery		
9. Finalise updates to the Project Governance Policy, including the whole-of-program development process.		<p>AMPC agreed to the recommendation, with the Board Response noting the policy will be updated and submitted to the board for approval.</p> <p>The Program Governance Policy has undergone several revisions and updates over the period to reflect the relevant changes in process and the approach to program management, revisions to the funding model, incorporating better practice R&D principles and multicriteria analysis, and other minor amendments or language adjustments. The most recent version of the Program Governance Policy was updated in September 2024.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted the recommendation had been implemented and identified a subsequent recommendation to:</p> <ul style="list-style-type: none"> • Consider how to embed international considerations into the Governance Policy. • Support the GM of RD&A to mobilise and utilise the updated Policy and Multicriteria assessment tool, and consider the creation of an updated MER Framework (<i>Completed</i>) • Update the Program Governance Policy to ensure the new role of the GM RD&A is included. (<i>Completed</i>) • Undertake a review of the open funding model in July 2024. (<i>Completed</i>)
10. Continue to focus on effective engagement and consultation with AMIC as RO/PIC per recently agreed consultation process. To ensure ongoing benefits to levy payers and the wider Red Meat Industry, the consultation process should continue to focus on effective and regular engagement above the minimum requirements as detailed in the Red Meat MoU (refer to minimum 6-monthly consultation and engagement with AMIC during strategic planning and annual operating planning processes).		<p>AMPC agreed to the recommendation, with the Board Response committing to developing an AMIC stakeholder engagement plan and a discussion paper for AMPC and AMIC boards to consider and agree.</p> <p>As previously mentioned, AMPC has developed engagement frameworks with AMIC and MLA to help improve and support engagement with key red meat industry stakeholders and organisations. These frameworks individually set out the purpose, principles, key relationships, and engagement cycle of the respective organisation.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted that the recommendation had been implemented and did not identify any subsequent recommendations; instead, it noted that the AMIC and MLA engagement framework should be made publicly available on AMPC's website. While AMPC's consultation framework is available on their website, the individual engagement frameworks are not, as management deemed them unnecessary.</p>

2016-2020 Recommendations	Status	Independent Review Commentary
Engagement, Consultation and Communications		
11. Finalise the Communications Plan by 30 June 2020 and ensure effective implementation prior to the end of the current SFA period in line with the 2020 – 2025 Strategic Plan. The Communications Plan should continue to provide clear definition of AMPC's role as an RDC and service delivery organisation within the Red Meat Industry; timely updates on RD&E project scoping, status, and outcomes; and ensure appropriate engagement and updates to levy payers, levy payers, Red Meat Industry, research providers, and Government stakeholders.		<p>AMPC agreed to the recommendation, with the Board Response committing to developing a Strategic Communications Plan and roll out, ensuring the plan addresses all stakeholder groups, and ensuring the plan addresses the depth of engagement required from the recommendation.</p> <p>AMPC has developed a rolling annual Communications Plan, the most recent one being AMPC Communication Plan 2024/25. The Communication plan sets out:</p> <ul style="list-style-type: none"> • What AMPC's communication aims to achieve. • Communication objectives (which are split across 5 objective areas). • Measures for success and performance of the communication. • Key messaging aligned with the overarching purpose and role of AMPC and the strategic pillars of the 2020-25 Strategy. • A summary of communication activities and timings aligned with the 5 objective areas of the plan. • Evaluation methods for communication activities. <p>The Communications Plan addresses both traditional communications and engagement models as outlined in the Strategic Plan, ensuring comprehensive coverage of all stakeholder groups and depth of engagement. Reflecting this, Levy payers rated AMPC's engagement quality positively in 2024, with 79% of respondents rating it as good or above—an improvement from 2023, when overall satisfaction was 68%.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted the recommendation had been implemented, but opportunities for improvement were noted and identified subsequent recommendations to:</p> <ul style="list-style-type: none"> • Continue to build the maturity and use of the communications function to ensure activities are both operational and strategic. • AMPC formalise the requirement for Co-innovation managers to establish annual plant/processor engagement plans. <p>*Note – recent changes in the operation and funding models have superseded the Co-innovation Manager role, bringing elements of this function in-house as Project Officers.</p>

2016-2020 Recommendations	Status	Independent Review Commentary
Delivery of Benefits		
12. Update the Evaluation Framework to reflect the more structured and consistent Research Programs impact assessment process that has been implemented in 2018 and 2019 (i.e. annual reviews of selected programs), in addition to the existing 5-year Strategic Plan impact assessment and overall ROI.		<p>AMPC agreed to the recommendation, with the Board Response committing to updating the Evaluation Framework to require an annual and 'end of strategy' review to demonstrate clear ROI to Levy payers and engage a provider for a strategic period to conduct economic assessments per the evaluation framework methodology.</p> <p>The AMPC has recently implemented a new M&E Plan in October 2024. The M&E Plan documents the Evaluation Framework which is a cascading approach that works down from the Red Meat 2030 Plan, through AMPC 2020-25 Strategic Plan, Annual Operating Plans, Projects completion reporting and assessments, and adoption outcomes.</p> <p>The following cadence is set as the baseline evaluation and reporting across each area:</p> <ul style="list-style-type: none"> • Red Meat 2030 – Annual Progress Updates. • AMPC Strategic Plan – Annual Progress Updates. • AMPC Annual Operating Plan – Annual Progress Update and Report. • Project planning – Internal Review against Investment Decision Framework at project initiation. • Project Implementation and Completion – Post Project review completed by Project Managers upon project completion, and Ex-Post Impact Evaluation completed for a selection of projects in the financial year following completion. • Adoption – Member surveys and data collection completed post-project to measure adoption rates, outcomes and member satisfaction. <p>Further to this, the investment decision framework and project suitability elements summarise the considerations and review elements to be completed when determining whether a project is suitable, this includes consideration of alignment with priorities, performance, extension, adoption and commercialisation, and output, outcome and impact assessments to justify the value and benefits to the red meat industry.</p> <p>The 2023 KPMG Interim Review of the 2020 AMPC Performance Review noted that the recommendation had been partially implemented, and identified a subsequent recommendation to:</p> <ul style="list-style-type: none"> • Further improve its Program Governance approach now AMPC has a full time GM of RD&A, undertake a review of Supplier Selection mechanisms that AMPC uses.

Business improvement opportunities

AMPC has shown a commendable commitment to transparency by making its Board Response to the 2016-20 Performance Review publicly available on its website. This initiative aimed to provide stakeholders clear guidance on addressing the Review's findings. However, feedback from the Interim Review indicates that the visibility of this information in publicly accessible documents could be enhanced.

To build on its efforts, AMPC has an opportunity to update its website regularly with the latest status of each recommendation. Addressing this will not only fill information gaps but also reinforce the importance of timely updates on the progress of recommendations.

To further improve transparency and effectively manage recommendations, AMPC's Board can foster open communication regarding the status of each recommendation. By clearly communicating any adjustments or delays and by continuously monitoring the effectiveness of actions taken, stakeholders will have a better understanding of the outcomes achieved.

Looking ahead, AMPC could benefit from developing a structured process for managing activities arising from independent performance reviews. This process can incorporate efficient mechanisms for communicating action plans in response to findings and recommendations, regularly updating progress information, and ensuring the accuracy and timeliness of stakeholder-facing data. By adopting these strategies, AMPC can enhance its commitment to continuous improvement and accountability in its performance review processes.

Summary of findings, and business improvement opportunities

A consolidated overview of findings for implementation of previous Review recommendations is provided in Table 26 below.

Table 26: Key findings for assessment of performance against the Guidelines.

#	Key findings	Assessment criteria	Theme
F13	<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</p>	Implementation of previous Review recommendations	All Principles

	improvement were identified to enhance its capabilities to a higher standard.		
#	Business improvement opportunities	KPI	Theme
B14	AMPC may consider developing internal governance arrangements and monitoring processes to track the implementation of new recommendations following the Interim Review by AMPC Board.	-	All Principles

7. Conclusion

Based on the findings in this Report, Synergy Group concluded that AMPC has made significant progress in its organisational design, planning, and effectiveness since the last Independent Performance Review in 2020. This Review emphasised the considerable efforts made by AMPC to enhance its capabilities to meet the obligations outlined in the SFA. Synergy Group further noted that AMPC is an effective organisation, considering its size and scale, in fulfilling its requirements under the SFA.

In relation to the overall scope of this review, Synergy Group found that:

1. AMPC largely meets the KPI requirements in the SFA (section 3 of this Report), 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.
2. AMPC aligned with the non-binding guidance and information within the SFA (section 4 of this Report). Several opportunities for improvement were identified in AMPC's approach to planning and reporting for the Portfolio Investment Plan for 2026-2030, as well as documentation, processes and procedures to implement the principles of the Knowledge Transfer and Commercialisation Guide.
3. AMPC has met requirements for implementing actions to address feedback from the Commonwealth arising from previous annual reviews of performance (section 5 of this Report). No recommendations or business enhancement opportunities have been identified.
4. 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.
5. Synergy Group found there were opportunities for AMPC to undertake a workforce plan that considers a transitional and staged approach to any changes in the workforce profile, given the depth of expertise required to support RD&E investment.

Overall, 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 performance further and to improve capability maturity in alignment with the implementation of its new strategy.

Furthermore, in response to AMPC's ambitions for strategic and revenue growth, this Review considered opportunities for AMPC to develop a comprehensive workforce plan that incorporates a transitional and staged approach to adapt to its workforce profile effectively. This plan would ensure that the organisation continues to maintain the depth of expertise necessary to support RD&E investment. Additionally, establishing key roles dedicated to RD&E investment and support functions would further strengthen AMPC's capacity to deliver impactful outcomes.

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.



Detailed Analysis

8. Detailed analysis

8.1. Performance Principle 1

Assessment analysis of Performance Principle 1

A detailed analysis of the assessment of Performance Principle 1 is provided below.

Consultation process

AMPC has demonstrated its commitment to engaging stakeholders to identify RD&E priorities through their consultation processes. These processes are guided by the Best Practice Guide to Stakeholder Consultation and AMPC’s Consultation Framework.

In 2017, AMPC published a Consultation Plan for the development of the previous Strategic Plan 2018-2022, which outlined a structured approach to stakeholder engagement. AMPC actively maintains internal resources such as a Communication Plan, which maps out expected activities for the year ahead. AMPC’s website also features items, including timetables and engagement FAQs for developing the upcoming Portfolio Investment Plan to document key touchpoints for stakeholder consultation.

However, to maintain alignment with KPI 1.1, AMPC should leverage existing documents, such as the internal Communication Plan, to create a new, publicly facing Consultation Plan. This plan should clearly outline the expected activities and engagement opportunities, which could be in the form of a roadmap detailing upcoming events and forums.

Forums and events hosted and attended by AMPC provide additional mechanisms for stakeholders to contribute to R&D priorities (Refer to Figure 1). Insights from stakeholders are captured through channels including:

- Ideas register in ERP (NetSuite) for logging and considering R&D priorities
- Quarterly attendance at the AMIC National Processor Council meetings
- Member engagement survey
- Consultation process during strategy development
- Fortnightly AMIC and AMPC executive meeting.

AMPC hosted events

- AMPC Innovation showcase is hosted every three years
- Five regional AMPC Spotlight events each year
- Innovation Manager forums
- The Good Meat Summit (collaboration with MLA) in 2023
- APPEX conference 2024 – AMPC Meat Industry Day
- Industry webinars – hosted at the completion of R&D projects
- Parliamentary Friends of Red Meat (communicated the impact of the More to Meat campaign) – hosted in Oct 2024
- AMPC More to Meat campaign – various events
- Embedded Innovation Manager Program workshops twice per year to extend AMPC R&D

	<ul style="list-style-type: none"> • Annual CEO roadshow (CEO-to-CEO discussions) • Facilitated workshops built into projects (E.g., Workers' compensation, workplace safety and employment law seminar and Women in Trade)
Other events (AMPC attends, speaks at, hosts a stand or helps facilitate)	<ul style="list-style-type: none"> • Beef Week • LambEx • Evoke Ag. (Participated as part of the Council of RDCs in 2023) • Casino Beef Week / Beef Bonanza (regional beef events) • Meat-Tech STEM camps for young agriculture students (communicating the R&D and careers available in red meat processing)
Sponsored events	<ul style="list-style-type: none"> • Australian Bureau of Agricultural and Resource Economics and Science Conference (Sponsor the Science and Innovation Awards with the other RDCs) • ICMJ and ICMJ Northern (major partner and event contributor) • Meat Business Women conferences (AMPC is an industry partner)

Figure 1: AMPC events and forums to engage stakeholders

Industry partner engagement

AMPC's commitment to engagement has been widely praised by stakeholders, who noted significant maturity in partnerships over the performance period. AMPC engages extensively with MLA and AMIC, and this progress has been supported by establishing engagement frameworks with each entity that provide shared expectations for ongoing collaboration. Industry Partners acknowledged opportunities to enhance collaboration with AMPC in setting RD&E priorities and expressed optimism about their input being incorporated into AMPC's upcoming Portfolio Investment Plan 2030. However, no formal documents identify how AMPC communicates how feedback is integrated into R&D priorities and activities.

While ongoing meetings with Industry Partners are conducted, stakeholders noted that these discussions often centre on day-to-day operations rather than strategic priorities, which are generally addressed during critical planning periods such as the development of the Strategic Plan. Although AMPC stakeholders emphasised that their ongoing engagement effectively supports identifying RD&E priorities, Industry Partners suggested an opportunity for further strategic discussions centred around priorities rather than relying on one party to initiate support requests for R&D projects.

Meat and Livestock Australia

As stipulated by a Memorandum of Understanding (**MoU**), AMPC and MLA undertake an ongoing strategic planning process aimed at setting collaborative priorities and achieving outcomes that benefit the entire industry. Both organisations have recognised the importance of setting clear, complementary goals for the future and conducting regular consultations to ensure alignment. As such, AMPC and MLA are developing a shared R&D Plan to strengthen alignment and collaboration further.

Stakeholder consultation indicated that AMPC and MLA have also pursued collaboration through high-level, non-contractual engagements. Recently, AMPC and MLA partnered on approximately 10 to 15 projects, particularly in the objective measurement space, conducting high-level discussions and sharing insights without formal financial or contractual commitments. AMPC and MLA also jointly participated in the Environment and Natural Innovation (ENRI) forum, where both organisations shared insights on environmental sustainability and resource management.

Australian Meat Industry Council

Consultation with AMIC revealed that the consultation process with AMPC was effective, particularly in facilitating alignment on significant industry issues such as workforce shortages and animal welfare standards. AMIC emphasised the value of continuing regular joint meetings at various levels to maintain this alignment and expressed interest in gaining greater visibility into AMPC's strategic decisions to enhance collaboration further. This Review noted that the recent shift to a five-year planning cycle for both organisations presents an opportunity to better align their approaches to setting R&D priorities.

Member engagement

Previously, AMPC utilised Co-Innovation Managers to engage with levy payers. The Co-Innovation Manager role was instrumental in building and maintaining relationships with levy payers while supporting levy payers in undertaking R&D projects at their site. During site visits, Co-innovation Managers helped identify R&D opportunities and address potential issues. However, some AMPC staff suggested the role required further development to ensure a balanced focus on fostering relationships while effectively tracking levy payers' project progress without conflating the two responsibilities.

Levy payers of all sizes reported that the role strengthened relationships, particularly with smaller processors, who have historically viewed AMPC's engagement less favourably compared to larger processors. Member survey transcripts and interviews echoed this sentiment, with many levy payers praising the increased engagement from AMPC through Co-Innovation Managers. With the removal of these roles, some processors expressed uncertainty about the best way to engage AMPC regarding RD&E opportunities, raising concerns about the effectiveness of future engagement. Similar concerns were raised by some AMPC staff, who noted potential challenges for levy payers navigating engagement.

Co-Innovation Managers have since been consolidated into a single Extension and Adoption Manager role. This consolidation eliminated redundancy in the project support aspect of Co-innovation Managers, allowing the Extension and Adoption Manager to take on a broader role in extension and engagement activities. Annual CEO visits complement this by addressing high-level challenges and providing strategic insights that might not surface through operational channels. Additionally, R&D Program Managers engage regularly with the industry, allowing them to pick up nuanced needs from processors.

The introduction of regionally based 'Spotlight Events', coordinated by the Engagement and Adoption Manager, offers another platform for levy payers to share RD&E priorities specific to regions. The Spotlight Events bring AMPC representatives closer to middle management within plants, addressing feedback that engagement should extend beyond executives to include the operational levels directly impacted by industry challenges. Stakeholders identified that these events, combined with the new organisational structure, add functionality and clarity to AMPC's engagement approach.

Overall, levy payers generally perceive AMPC's engagement quality positively. In the 2024 Member survey, 79% of respondents rated engagement as good or very good (38% good, 41% very good), an improvement from 2023, where overall satisfaction with engagement quality was at 68% (37% good, 31% very good). Levy payers praised responsive and approachable communications, high-quality information and proactivity from Innovation Managers, and face-to-face interactions. Note that the 2024 Member survey was administered before the removal of the Co-innovation Manager role.

Government engagement

Consultation with three representatives from DAFF revealed strong praise for AMPC's stakeholder engagement practices, particularly in terms of transparency and regular communication cadence. DAFF representatives noted

that AMPC is highly responsive, maintains open dialogue, and has cultivated a robust two-way communication dynamic. They described AMPC as a professional organisation with no concerns, emphasising its status as a high performer among RDCs. Quarterly meetings between DAFF and AMPC were noted as valuable for maintaining alignment and collaboration.

Consultation with another representative from DAFF highlighted that while AMPC maintains consistent communication with departmental contacts on technical matters, there would be value in AMPC leaning further into conversations specific to market access, trade, and policy alignment.

Strategic plan

AMPC's Strategic Plan 2025, which supersedes the 2018-2022 Strategic Plan, is the primary planning document guiding RD&E priorities for the five years. Stakeholders identified that the development of RD&E priorities was shaped by stakeholder consultation with Industry Partners, levy payers, and DAFF.

AMPC is currently engaging in stakeholder consultations to inform the upcoming Portfolio Investment Plan 2030 (i.e. the new Strategic Plan). AMPC website features a dedicated page with a timetable, background information, opportunities for involvement, and FAQs, demonstrating a commendable focus on stakeholder engagement.

8.2. Performance Principle 2

Assessment analysis of Performance Principle 2

A detailed analysis of the assessment of Performance Principle 2 is provided below.

Open funding model

On 1 July 2023, AMPC transitioned from a Plant Initiated Projects (**PIP**) model to an Open Funding Model. Projects under the PIP model enabled meat processing plants to identify and undertake R&D projects by trialling and adopting new technologies within their facilities. This model incentivised processors to target RD&E projects aligned with their specific business priorities, with funding distributed as 50% matched government funding, 25% processor co-funding, and 25% levy funding (Refer to Figure 2).

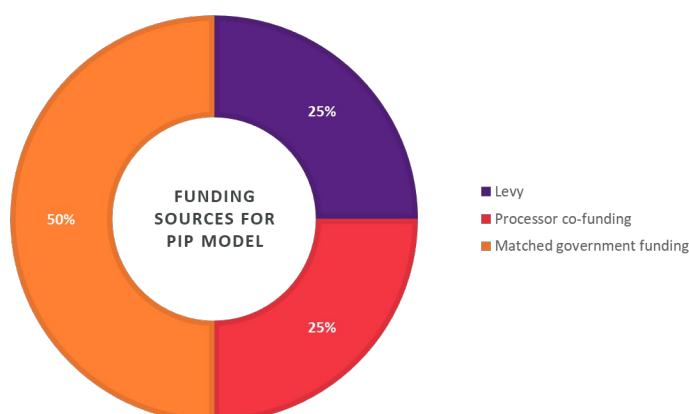


Figure 2. Funding sources under the old PIP Model.

Stakeholder consultation revealed that while the PIP model allowed processors to focus on specific operational needs, some stakeholders questioned the quality of outputs and the broader applicability of project outcomes under this model. Additionally, concerns were raised regarding potential conflict of interests (**COIs**) under the PIP model.

This led to a decision to adopt a more strategic approach to resource allocation, known as the Open Funding Model, which prioritises projects based on their potential to benefit the entire industry. The decision was informed by an ACIL Allen report commissioned by the Board, which highlighted the value of addressing shared challenges through industry-wide projects. Unlike the previous PIP model, which involved a notional entitlement to funding, the current approach focuses on building a balanced portfolio aligned with AMPC's strategic plan objectives.

Under this model, AMPC can focus on projects with broader applicability, whether for small, medium, or large processors, thereby maximising the impact of R&D initiatives across the entire meat processing industry. Stakeholder consultations with AMPC staff and Levy payers and a letter from DAFF reinforced the model's value, with many emphasising its benefits. Stakeholder feedback and an assessment of the model conducted 12 months after implementation highlight that the model functions effectively, with clear improvements in aligning projects to shared industry challenges.

Balanced portfolio

Regarding AMPC's portfolio, financials are strategically allocated across five strategic pillars, ensuring a balanced approach that aligns with the core objectives of enhancing profitability, productivity, and competitiveness. This allocation enables AMPC to address short-term priorities while investing in long-term R&D and marketing initiatives. Based on financial data in the Annual Reports, AMPC effectively distributes resources evenly across these five pillars to support a variety of industry needs. The Annual Reports for each financial year of the performance period include each R&D project and the cost.

Monitoring & Evaluation Plan

AMPC utilise an M&E Plan to assess investment performance. The outcomes of monitoring and evaluation are used to inform strategy development and investment planning, including allocation of resources, portfolio balance and selection of research providers. The M&E Plan incorporates an Investment Decision Framework that outlines key factors in evaluating the suitability of investments, including alignment with key strategic goals and the potential to deliver tangible industry benefits. The M&E Plan also outlines the approach to assessing adoption rates of R&D initiatives, outcomes and member satisfaction. These are measured through the uptake of Expressions of Interest (**EOIs**), direct processor engagement and site visits, and annual Member surveys.

Extension and adoption

At the time of this Review, there was limited available documentation and a small sample size of member consultations. This prevented a comprehensive assessment of whether extension and adoption programs effectively equip Levy payers with new knowledge and drive changes in practice that support long-term profitability, productivity, competitiveness, and preparedness.

It was identified that AMPC's extension and adoption are supported by the Engagement and Adoption Manager role, designed to improve the uptake and effectiveness of R&D outcomes across the industry. AMPC also leverages a network of over 35 Innovation Managers embedded within processing plants to drive R&D investment and adoption.

In addition to these roles, AMPC facilitates extension activities through a variety of channels, including Spotlight events, webinars, and the 3-yearly AMPC Showcase conference, which provides a platform to share advancements and best practices. AMPC also produces targeted publications and resources, such as the exoskeleton adoption guide, emissions pathways document, and water recycling guide, to address specific industry needs. Looking ahead, the launch of the Knowledge Hub in mid-2025, featuring a comprehensive data portal, will further support knowledge sharing and industry collaboration.

AMPC's Research Proposal template includes sections for 'Pathway to Adoption,' 'Extension Plan,' and 'Outcome.' These sections prompt project teams to think about how research findings could be shared and adopted across the industry from the outset. AMPC's Program Governance Policy also offers information regarding how AMPC considers extension and adoption during project initiation. The policy includes critical questions, including 'Who are the intended users of the investment results?'; 'How will the results be made available to users beyond those who directly participate?'; and 'How will results be available for future use by AMPC and others on completion?'. This Review found that AMPC's inclusion of these considerations during project initiation demonstrates a proactive commitment to maximising investments' reach and long-term value.

Insights from some AMPC staff revealed that there is an opportunity for the organisation to uplift extension and adoption practices to better support industry-wide uptake of R&D initiatives. While R&D investments deliver benefits to the industry, comprehensive reporting that explicitly demonstrates these benefits would help showcase the value of AMPC's initiatives to stakeholders. This Review recognises that AMPC already collects data on extension and adoption, but adding additional rigour to these processes and sharing this data more broadly would provide clearer insights on medium to long term adoption rates and program effectiveness. Periodic adoption and extension evaluation reports could also highlight the relevance and applicability of projects across various processor sizes and operational contexts.

This Review acknowledges that AMPC's Annual Reports already includes case studies, however, a more detailed focus on extension and adoption practices—such as systematically tracking adoption rates and identifying barriers to uptake—would provide a clearer picture of how R&D outcomes are being implemented across the industry and identify areas for targeted improvement.

Data portal

AMPC is currently developing a data portal, designed to streamline data collection. The portal gathers key information across environmental impact, workforce demographics, productivity, and more. The data portal provides Levy payers with valuable insights through customisable dashboards. These dashboards allow individual processing plants to benchmark their performance against industry standards without revealing specific competitors' data, maintaining confidentiality while encouraging competitive improvement. With regular updates, Levy payers will be able to track progress on metrics such as energy usage, workforce composition, and environmental impacts over time. This feature empowers Levy payers to make data-informed decisions to improve profitability, productivity, and industry standing, fostering a collaborative approach to industry advancement.

8.3. Performance Principle 3

Assessment analysis of Performance Principle 3

A detailed analysis of the assessment of Performance Principle 3 is provided below.

Cross-sector collaboration

AMPC recognises the value of cross-sector collaboration as a critical driver of innovation and growth. To align with its strategic intent, the board has set a risk appetite of 20% of the portfolio balance allocated to the transformational innovation horizon. AMPC utilises Impact Horizons guidelines to balance its investment approach, allocating resources across incremental, adjacent, and transformational innovations. These investments are further guided by Innovation Phases, which integrate cross-sector insights to support activities ranging from adopting and scaling tested solutions to discovering and developing new ideas.

To inform the development of its upcoming Portfolio Investment Plan, AMPC undertook a Future Scan, examining future strategic risks and opportunities alongside innovations across related and unrelated industries. While DAFF acknowledged that AMPC's niche focus on food processing, as opposed to farmgate operations, presents fewer opportunities for direct collaboration with other RDCs, they suggested leveraging expertise from these organisations could unlock additional R&D benefits.

In line with this collaborative focus, AMPC has engaged with grow^{AG}, a digital platform launched by AgriFutures Australia in partnership with the Australian Government. grow^{AG} serves as an innovation hub for Australia's agriculture, food, and agribusiness sectors, connecting stakeholders with research, development, and commercialisation opportunities. Over the performance period, AMPC has listed several opportunities on the platform, attracting stakeholders from diverse fields to address challenges in the meat processing industry. As outlined in AMPC's Annual Operating Plan 2023–24, the platform is a key vehicle for identifying and collaborating with new global partners in research and commercialisation. Through these initiatives, AMPC demonstrates its commitment to strategic and sustained collaboration within and beyond the agriculture sector.

Red meat industry memorandum of understanding

On 27 April 1998, AMPC entered into a MoU with nine entities. In line with AMPC's commitment to strategic and sustained cross-industry collaboration, the MoU provides a foundation for cooperation between the parties involved. It recognises the shared challenges and unique opportunities within different sectors, aiming to guide how these organisations align and interact to minimise duplication of effort. To support this alignment, the MoU includes an annual strategic planning session to establish collaborative priorities, align project scope and funding allocations, and ensure mutually beneficial outcomes.

The MoU previously granted MLA control over specific industry investments, including first right of refusal, veto power, and exclusive IP ownership rights. Through recent negotiations, AMPC has achieved the removal of these clauses, affording it greater autonomy in investment decisions. While it has been agreed to in principle, it has not been ratified or enforced by any signatory parties. AMPC acknowledges that efforts to finalise and implement the revised MoU are ongoing and remains committed to completing this process.

Meat and Livestock Australia

In recent years, there has been more deliberate allocation of roles and responsibilities of AMPC and MLA within the broader supply chain. Stakeholder consultation revealed that MLA has refined its focus, strategically stepping back from specific programs and positioning AMPC to take more leadership positions. For instance, MLA

transitioned responsibilities for anaerobic lagoon and biogas projects within the Waste to Profit program, positioning AMPC to advance these sustainability initiatives with MLA's support as needed. This shift provides both AMPC and MLA with more precise focus areas and enables each organisation to maximise its contributions to the industry.

Despite joint projects with MLA, no documents were sighted that capture the number of AMPC's cross-industry and cross-sector RD&E investments. Consultation with AMPC staff raised that AMPC provides funding to MLA for various R&D projects, but due to the large number of projects, a detailed list of each individual investment is not feasible. To support achieving this KPI, AMPC tracks collaborations with other entities through their ERP system, NetSuite. The system has been in operation for 12 months and is currently being populated with historical data to provide a more comprehensive view of past collaborations. Once the data is fully populated, it will allow for better reporting and analysis of the number and quantum of collaborative activities.

8.4. Performance Principle 4

Assessment analysis of Principle 4

A detailed analysis of the assessment of Performance Principle 4 is provided below.

Australian Meat and Livestock Industry Act 1997

AMPC is the declared meat processor marketing body and meat processor research body under the Australian Meat and Livestock Industry Act 1997 (Cth) (AMLI Act). This act provides a framework for various aspects of the meat and livestock industry and includes specific requirements with which relevant organisations must comply.

Concerning oversight, planning and reporting, the AMLI Act provides little guidance, although s 62 does impose one reporting condition on AMPC. This requires that AMPC provide the Minister with written notice about changes to its constitution, setting out the alteration and explaining its effect. Since the last review, AMPC's Constitution was updated in 2021. Therefore, compliance with this requirement was assessed through consultation with AMPC and DAFF. As no compliance concerns were raised, this Review assumes this requirement has been met.

Statutory Funding Agreement

The SFA includes five sections that establish requirements for AMPC's oversight, planning and reporting. These are summarised below, with two areas of compliance identified as at risk, and the others all identified as opportunities for improvement.

Oversight

Sections 8 (Corporate Governance), 10 (Review of Performance) and 11 (Consultations and Guidelines) of the SFA set out certain oversight requirements for AMPC. A summary of this Review's findings against each section is included below.

- 8. Corporate Governance: overall, AMPC is compliant with the requirements of this section which include having a framework of good corporate governance, drawing on best practice guidance as appropriate, and maintaining a Skills Based Board of Directors. However, with respect to this last item, there is the potential that compliance may not be a sustainable or enduring. This issue is detailed in the assessment of ASX Corporate Governance Principle 2, included further below.

- 10. Review of Performance: this establishes the requirement that AMPC implement appropriate processes, on an ongoing basis during each Financial Year, to monitor and evaluate its performance against the Performance Principles and demonstrate its performance against these to Levy payers and other stakeholders (s 10.4). A Review of publicly available reporting indicates that the Annual Report is the mechanism intended to address this requirement. However, as this Report does not directly or explicitly report against the Performance Principles, this does not satisfy the requirements. Further, no formalised procedure was provided as part of this Review to assess how AMPC meets this requirement. Finally, whilst AMPC participates in annual meetings with DAFF where it demonstrates its performance against each Performance Principle, the information from this meeting is not made available to Levy payers and so this also does not satisfy the requirement. Accordingly, there is a risk that AMPC's current practices are non-compliant with the requirements of s 10.4.
- 11. Consultation and Guidelines: this establishes the annual performance requirements with DAFF. As a designated element of this Review, compliance with these requirements has been assessed and is further detailed in Section 5.

Reporting

Section 12.1 establishes AMPC's requirement to prepare and publish an Annual Report for the preceding financial year, which must comply with financial reporting and other reporting requirements in Chapter 2M of the Corporations Act and additional items listed in the SFA. As the Corporations Act is not within the scope of this Review, compliance against Chapter 2M was assessed through stakeholder consultation with DAFF and AMPC. As no concerns were raised, the Review considers AMPC to be compliant with those requirements.

Concerning the requirements under the SFA, the Review finds that AMPC's reporting practices, as documented in its Annual Reports, may have a low-level risk of non-compliance. The table below summarises the observations and opportunities for improvement as assessed against AMPC's latest Annual Report (2023-24).

Table 13: Summary of the observations and opportunities for improvement as assessed against AMPC's 2023-24 Annual Report.

SFA Section	Requirement for annual report	Observation	Indicative Action
12.1(c)	Donations made by AMPC to MLA	The Annual Report includes 'MLA Joint Investment Marketing and market access', which addresses this requirement. However, as it may not be clear that this is the same as 'donations made', AMPC should consider revising the language to make this explicitly clear.	Adopt explicit language

SFA Section	Requirement for annual report	Observation	Indicative Action
12.1(e)	Progress made in implementing the Strategic Plan and Performance Principles including progress against any key performance indicators	<p>Whilst the Annual Report reports against the Programs from the Strategic Plan, historically, this Reporting has been summative only and has not explicitly demonstrated or called out progress in implementing the Strategic Plan. However, AMPC's 2024-25 Annual Operating Plan introduces KPIs. It is anticipated that these will help to provide better linkage between the Annual Report and delivery of the Strategic Plan and should be continued as a practice into future, to improve compliance.</p> <p>Further, as identified in Planning below, the alignment between the Performance Principles, Strategic Plan, and Annual Report needs to be clarified. Improved and more explicit alignment is necessary to strengthen compliance, ensure that AMPC's activities are directly linked to its strategic objectives and enhance overall reporting.</p>	Further action required
12.1(f)	Key RD&E and marketing deliverables and associated outcomes achieved	<p>Whilst the Annual Report includes content on key RD&E deliverables and outcomes, similar information for marketing could be clearer. Specifically, for the 2023-24 financial year, AMPC only had one marketing campaign, More to Meat. Whilst this is included in the Annual Report, it is not explicitly clear that this is the sole marketing campaign for the financial year. Additionally, the More to Meat campaign is also listed under the R&D agreements for the financial year, which may incorrectly imply that it is an R&D project rather than a marketing initiative. Accordingly, explicitly identifying marketing initiatives could enhance alignment with this requirement.</p>	Adopt explicit language
12.1(g)	An assessment of the efficiency and effectiveness of AMPC's investments	<p>AMPC's Annual Report includes cost-benefit ratios for investments, providing a measure to indicate the effectiveness of AMPC's investments.</p> <p>However, the Annual Report does not provide information to assess the efficiency of AMPC's investments. Whilst this information is missing, the Review acknowledges the nature of AMPC's activities, making traditional efficiency measures challenging. To address this, an opportunity for improvement exists for the Department of Agriculture, Fisheries and Forestry (DAFF) to review the SFA's requirements and provide more specific guidance to AMPC to support its compliance without compromising its unique operations. Alternatively, the Department may wish to remove this requirement from future SFAs.</p>	No action required

SFA Section	Requirement for annual report	Observation	Indicative Action
12.1(h)	Material changes to AMPC's levy payership	Whilst it is understood that no material changes occurred to the levy payership for the Financial Year, the Annual Report does not state this. To maintain compliance, AMPC should explicitly state when there are no material changes in levy payership for the financial year. Where there are changes, AMPC should ensure that this information is included.	Adopt explicit language
12.1(j)	Consultation with Levy payers and Industry Representative Bodies on: a. AMPC's Strategic Plan; and b. RD&E and Marketing Activities	Whilst the Annual Report includes a section on consultation with Levy payers, this only specifies the mechanisms in place and includes no information on any consultation activities undertaken for the year (including RD&E and marketing activities or the Strategic Plan). This information should be included in the Report to ensure compliance. This should be explicitly stated where no consultation is undertaken for the year. It is anticipated that adopting a publicly available Consultation Plan (as recommended above) would facilitate this Reporting activity.	Further action required
12.1(m)	Research and Development and marketing agreements entered into by AMPC with third parties	The Annual Report includes a section titled 'R&D agreements' which lists both R&D and marketing agreements for the financial year. To improve the clarity and accuracy of reporting and consistency with requirements, AMPC should revise the title of this section to include marketing agreements, and consider tagging the listed agreements to help identify the nature of activities undertaken (i.e. R&D or marketing).	Adopt explicit language
12.1(o)	The rationale for the mix of projects included in the Balanced Portfolio	The Annual Report does not include a rationale for the mix of projects included in the Balanced Portfolio for the Financial Year. The Review notes that some information is provided in the Annual Operating Plan. AMPC should consider addressing this by providing a rationale and referencing to where further information can be found.	Further action required

Planning

Section 13 of the SFA sets out the requirements for Strategic Planning. This includes AMPC having and will maintain, an approved Strategic Plan regarding the Performance Principles and Guidelines. While AMPC has a strategic plan and meets the overarching requirements, its alignment with the performance principles is unclear. An opportunity to strengthen strategic planning and better align with the requirement of s 13 exists, by more closely aligning the Strategic Plan with the Performance Principles. Actions such as setting KPIs aligned with Performance Principles will help to explicitly map planning with Performance Principles, and ultimately enhance AMPC's ability to plan, track progress, assess performance, and make informed decisions.

Corporate Governance Principles and Recommendations (4th edition)

The ASX Corporate Governance Principles and Recommendations (ASX Principles) provide a framework for good corporate governance, to enhance accountability, transparency and performance of Australian listed Companies. As AMPC's Corporate Governance Policy explicitly states that the Board is committed to ensuring effective corporate governance drawing on the ASX Principles, a review of AMPC's alignment with these principles was included to assess overall governance effectiveness. It is noted that as the 5th edition of the ASX Principles is currently in development, the review was conducted using the 4th edition.

Whilst there are eight ASX Principles, seven guide oversight, planning and reporting (Principles 1 – 7). Overall, AMPC complies with the relevant principles, although one risk has been identified (Principle 6), and opportunities for improvement were also identified across several of the principles. These findings have been summarised below.

Principle 1: Lay solid foundations for management and oversight

This principle relates to clearly delineating the roles and responsibilities of its board and management and regularly reviewing their performance. AMPC's Board Charter sets out the roles, responsibilities and operations of the Board, including performance evaluations, demonstrating alignment with this principle. However, this document is not publicly available. As this document constitutes an integral part of the governance framework, making it available publicly marks an essential opportunity for improvement.

Principle 2: Structure the Board to be effective and add value

According to AMPC's Corporate Governance Policy, AMPC's Board is a skills-based board. Mechanisms in place to help ensure the composition of the skills-based board in:

- The Board Charter, which includes details on the composition of the board to the extent that it must include up to a set amount of Processor Directors and Independent Directors
- AMPC's skills-based matrix, which helps identify and rate skills to ensure an effective composition of the Board.
- Board induction and training, which seeks to address skills gaps and enhance knowledge.

However, no documentation exists to guide the consistent and effective adoption of processes for maintaining a skills-based Board. Whilst an external, independent assessment was undertaken following the previous review (see section 6 of this Report), the lack of a documented process means the current mechanisms may not provide sufficient guardrails to ensure that the current skills-based board composition is enduring. Accordingly, the opportunity exists for AMPC to document 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.

Principle 4: Safeguard the integrity of corporate reports

This principle focuses on having efficient and effective mechanisms to bring the transparency, focus and independent judgement needed to oversee the corporate reporting process. The requirement that AMPC report to the Minister (via an annual performance meeting) helps to assure reporting integrity. However, as no information is made publicly available regarding these meetings, this may mark an opportunity for improvement to provide this information, and improve public confidence in the integrity of AMPC's reporting.

Further, whilst establishing the Audit and Risk Committee could provide some additional assurance, this Charter was not provided and is not publicly available. This Review is, therefore, unable to comment conclusively on this

safeguard mechanism. As Principle 4 explicitly recommends that the charter of the audit committee should be disclosed, this marks an opportunity for improvement that should be implemented.

Principle 6: Respect the rights of security holders

This principle recommends that an entity provide investors with information about itself and its governance via its website. As identified in this Report, whilst AMPC's Corporate Governance Policy is publicly available, the remaining documents that comprise the corporate governance framework are not. To better align with this principle, AMPC should ensure that these documents are published on its website.

Principle 7: Recognise and manage risks

As per the Corporate Governance Policy, AMPC has several risk management mechanisms. These include the Audit and Risk Committee, a Risk Management Plan, a Fraud Control Plan, and a Conflict of Interest and Chinese Walls Policy. Notably, a COI workshop, facilitated by The Professional Partner Group, was conducted with the board on 22/07/2024 to ensure COIs are effectively recognised and managed. At the Board level, managing COIs is one of the first items addressed during meetings. Minutes include recorded conflicts, and when a COI arises, the concerned party steps out. The AMPC Board also maintains a Schedule of Directors' Interests document which outlines any interests held by Directors that could potentially give rise to COIs.

AMPC risk recognition and management is also supported by the Strategic Risks Facing the Australian Red Meat Industry report, conducted in 2016. Noting that AMPC is developing its new Strategic Plan, there is a significant opportunity to review and refresh identification of strategic risks, to ensure that AMPC's risk management remains contemporary to the current industry and environment.

8.5. Performance Principle 5

Assessment analysis of Performance Principle 5

A detailed analysis of the assessment of Performance Principle 4 is provided below.

AMPC meets the requirements of Performance Principle 5 and has demonstrated a strengthened commitment to demonstrating the positive outcomes of and the delivery of RD&E benefits to Levy payers and the Australian community in general. AMPC can demonstrate the impact of RD&E investments through cost-benefit analysis and return on investment (ROI) from the cumulative impact evaluation.

AMPC has demonstrated a strengthened commitment to marketing and communications over the performance period, expanding its strategies to showcase RD&E benefits more effectively. Over the period, AMPC has implemented structured content schedules and a social media strategy, supported targeted initiatives and enhanced newsletters with engaging new sections. The organisation's focus on improving how it communicates benefits has increased levels of readership and improved overall industry presence. These strategies are guided by an internal Communication Plan, which sets out activities for the year ahead and includes evaluation mechanisms to ensure efforts are strategic and targeted. To demonstrate R&D and marketing benefits more creatively, AMPC has also begun developing videos for projects, providing dynamic visual insights into the value delivered to the industry.

AMPC M&E Plan outlines the organisation's approach to monitoring, evaluating and reporting on the performance of investments. AMPC M&E Plan appropriately outlines the core components seen in better practice guidance for monitoring and evaluation plans, such as the plan purpose and the methodology for measuring project performance through impact indicators.

8.6. Evaluation of performance against Guidelines

Assessment analysis of Guidelines for SFAs

A detailed analysis of the assessment of Guidelines for SFAs is provided below.

Upon reviewing the Guidelines for SFAs, several limitations were identified in AMPC's approach to aligning the core components of Stakeholder Engagement, Governance, and Monitoring and Evaluation. When evaluating each principle against the content of the M&E Plan, the 2020-2025 Strategic Plan, Annual Operating Plans, and Annual Reports, it became apparent that AMPC struggled to clearly articulate the measurement and reporting processes to Levy payers and the Australian community regarding its program aspirations and objectives outlined in AMPC Strategic Plan 2020-2025.

Specifically, there needed to be more clarity in measuring and reporting to Levy payers and the Australian community on the program aspirations and objectives outlined in AMPC Strategic Plan 2020-2025. Better practice guidance provided by the Australian Centre for Evaluation suggests maintaining a clear connection between strategic objectives and their measurement over a defined timeframe, typically reflected in annual reports. These connections are often established in monitoring and evaluation plans through strategic logic maps and are supported by KPIs that align with the strategic objectives against specific timeframes.

Opportunities for improvement exist through the development of the Portfolio Investment Plan 2026-2030 to develop a clearer connection between strategic objectives and their measurement over a defined timeframe. This includes creating strategic logic maps that clearly outline the outcomes and impacts AMPC aims to achieve aligned with strategic objectives. Then, relevant KPIs that can be reported on annually to demonstrate achievement and impact may be developed.

The KPIs should focus on the most significant components for measuring the success of these strategic objectives such as Red Meat 2030 and other relevant Government.

Direct consultation with AMPC CEO found that initial planning for these improvements around establishing logic maps and clarifying outcomes has commenced through developing the Portfolio Investment Plan 2026-2030, which will be built into AMPC M&E Plan.

Assessment analysis of Best Practice Guide to Stakeholder Consultation

An assessment and analysis of Guidelines for SFAs is provided below.

Principle 1: transparent

AMPC has an obligation to maintain transparency regarding its operations, expenditures, and the setting and implementation of RD&E priorities and activities. This transparency includes accountability to stakeholders and providing access to information on AMPC's performance and expected consultation activities. AMPC's corporate documents, such as the Strategic Plan and Annual Reports, offer transparency, detailing expenditure, RD&E priorities and activities; however, as recommended in section [3.2](#) of the report, AMPC should develop a new Consultation Plan that maps out expected activities and engagement opportunities for stakeholders, particularly levy payers.

Additionally, AMPC should demonstrate how stakeholder feedback has been integrated and clarify when and why certain information may not be shared, as detailed in section [3.2](#) of this Report.

Principle 2: accessible

AMPC must share information in a format that is easy for stakeholders to understand, using various channels to facilitate consultation in the most straightforward and effective ways. AMPC has generally succeeded in addressing accessibility, particularly in the presentation of its Strategic Plan and other corporate documents.

This Review found that AMPC's website supports accessibility with its key information and research, which are easily searchable and meet the Consultation Guide's principle. For instance, the search functionality allows filtering, which helps stakeholders quickly locate relevant content. In alignment with the Consultation Guide's recommendation to include summaries in written communications, AMPC provides high-level summaries for R&D projects. These summaries offer stakeholders an accessible overview of project objectives, findings, and outcomes.

AMPC's approach to accessibility is enhanced by creating practical materials, such as guides, toolkits, and case studies. These resources provide clear, actionable guidance that meets industry needs, making complex information easier to understand and apply. Developing these materials ensures that Levy payers have access to user-friendly resources that support the adoption of innovations.

To further meet the Consultation Guide's recommendations, AMPC is encouraged to adapt its consultation approach to meet diverse stakeholder needs. Several stakeholders indicated a preference for in-person engagement, which the Engagement & Extension Officer supports. The Review suggests that AMPC enhance personalised engagement by continuing regular visits from the Engagement and Adoption Officer and maintaining contact through phone calls to bridge this gap in face-to-face engagement.

Another requirement is for AMPC to respond to stakeholder queries promptly, demonstrating genuine interest in their input. Feedback from stakeholders reflected that AMPC staff were approachable and accessible, with many highlighting the personable nature of the staff they have encountered.

Principle 3: straightforward

Under this principle, AMPC should consider its stakeholders' needs and competing priorities to ensure they can consult in the most appropriate and simplest ways. This includes ensuring that stakeholders are aware of time commitment expectations and remain flexible to stakeholder needs. With Engagement Frameworks established with MLA and AMIC, AMPC has outlined an annual cadence for consultation, providing a structured approach to regular communication.

Principle 4: well-planned

The Consultation Guide requires that AMPC plan well ahead, give stakeholders advance notice about how they will be consulted, and provide adequate time to prepare feedback and advice to achieve meaningful input. This is directly related to the principle that AMPC is transparent and the related requirements in the Consultation Guide. A reviewed Consultation Plan, as suggested above, will assist AMPC in adopting a consistent, well-planned consultation approach. This is not to say that AMPC cannot conduct consultations outside of those already planned, but rather that establishing processes and expectations will help ensure that any ad hoc consultation is still fit for purpose and consistent with other planned consultations.

Principle 5: fit for purpose

The Consultation Guide requires AMPC to balance long-term, short-term, high and low risk RD&E activities. This requires that AMPC knows what stakeholders want and need to know, be adaptable and, tailor consultation to the audience and adjust as required.

AMPC has demonstrated the ability to take an adaptable and tailored approach, as evidenced by their Consultation Framework, which sets out the principles guiding AMPC's engagement processes. The Consultation Framework recognises that different levels of engagement are required for different purposes and utilises an Engagement Framework to communicate this. The Engagement Framework is modelled on the IAP2 Public Participation Spectrum, which provides a five-tier stakeholder consultation and engagement system. This framework helps AMPC determine the appropriate level of engagement needed for effective collaboration with stakeholders.

Principle 6: responsive

The Consultation Guide requires AMPC to monitor and, evaluate, and communicate and demonstrate the results of RD&E activities and investments to stakeholders. The monitoring and evaluation of RD&E activities and investments is done through the M&E Plan. The Consultation Guide also provides guidance on monitoring and assessment of consultation methods, including the requirements to collect data on what consultation methods are most effective, regularly evaluate the ways that AMPC consults stakeholders to ensure that it is effective and evidence-based, and AMPC remains accountable to stakeholders.

AMPC's Communication Plan already incorporates evaluation methods. However, this Review suggests that AMPC could benefit from formalising its consultation evaluation process to include a documented approach for recurring, periodic, and ad hoc reviews of consultation methods, ensuring their relevance and effectiveness.

Assessment analysis of RDC Knowledge Transfer and Commercialisation Guide

A detailed analysis of the assessment of RDC Knowledge Transfer and Commercialisation Guide is provided below.

The following are the eight thematic areas of the RDC Knowledge Transfer and Commercialisation Guide:

1. Invest in impactful innovation
2. Intellectual property
3. Dissemination of published works
4. Commercialisation path to market
5. Partnering for commercialisation success
6. Commercialising overseas
7. Risk management
8. Impact

1. Invest in impactful innovation

This thematic area promotes impactful investment and adoption through efficient and sustainable pathways, including knowledge transfer. Overall, AMPC aligns with the principles in this thematic area. AMPC's balanced approach to project investment reflects a strong commitment to industry impact and adoption, benefiting levy holders through efficient and sustainable commercialisation pathways. RD&E investment is spread across five strategic pillars to support the industry's immediate and long-term challenges. The shift to an Open Funding

Model over the performance period demonstrates AMPC's focus on scalable, industry-wide benefits over individual processor needs.

AMPC integrates knowledge transfer and pathways to adoption and impact into projects before approval, as evidenced by the inclusion of the 'Pathway to Adoption,' 'Extension Plan,' and 'Outcome' sections in AMPC's Research Proposal template. These sections of the template encourage project teams to consider how research findings could be shared and adopted across the industry from the outset. Further, the Program Governance Policy utilises a Multi-Criteria Analysis (MCA) approach to selecting R&D investments, providing essential questions relating to adoption, such as whether there is a clear adoption pathway.

With respect to resources, however, and as identified in the thematic areas below, an opportunity for improvement exists regarding resources available to support knowledge transfer and commercialisation. Specifically, whilst high-level principles are established, there is limited information on how these are adopted through processes and procedures. Further, whilst the assessment below demonstrates broad alignment with the RDC Knowledge Transfer and Commercialisation Guide, AMPC's practices could be enhanced by developing its own Knowledge Transfer and Commercialisation Guide, highlighting how AMPC adopts and aligns with the RDC Knowledge Transfer and Commercialisation Guide.

2. Intellectual property

This thematic area seeks to promote effective governance and management of IP within RDCs. AMPC has developed an Intellectual Property (IP) Plan, outlining the principles governing IP management and commercialisation. The principles outlined in the IP Plan generally support and align with the guidance included under this thematic area of the RDC Knowledge Transfer and Commercialisation Guide. This consists of the guidance that IP be covered off contractually and that AMPC have an IP register.

However, whilst AMPC is aligned with guidance under this thematic area, the IP Plan only provides principles rather than specific processes or procedures. It is thus unclear from the Plan how these principles are adopted in practice across the organisation. The Review does note that AMPC this year (2024), adopted a proactive approach to IP management, engaging an IP consultant to review the IP Register and AMPC's overarching approach to IP and knowledge transfer. However, AMPC can improve its overall adoption of these principles by documenting the supporting practices such as recurring external reviews as well as processes and procedures. Where documented, AMPC should also consider revising the IP Plan to include updated references to this supporting documentation. This will promote a transparent and consistent adoption of the principles established in the IP Plan.

3. Dissemination of published works

This thematic area guides RDCs to make research publications publicly available, properly acknowledge and attribute contributions and authorship and respect copyright rights. Based on a review of AMPC's website, AMPC appears to align with this guidance by making research materials publicly available, including final R&D project reports and snapshot summaries, which include contributors and authors. Information is also provided in forums such as newsletters, industry insights and the Annual Reports.

Whilst no information was sighted regarding moral rights waivers, stakeholders raised no concerns regarding the dissemination or attribution of materials. Accordingly, AMPC is aligned with guidance.

4. Commercialisation path to market

This thematic area guides sound practices for commercialising technologies and related collaboration. Broadly, AMPC's IP Plan provides content aligning with this area's principles. However, similar to the observation under

thematic area 2 (IP), the specific implementation of the principles outlined in the IP Plan to achieve the intended outcomes remains unclear.

With respect to principle 8, which sets the focus for the commercialisation of technologies, AMPC's current commercialisation model is not clear. Although the Strategic Plan refers to a service delivery model, specific details remain unclear. Similarly, the IP Plan references a project management framework for IP capture and commercialisation pathways, but the overall approach to maximising benefits and impact for Australia is not explicit. To address this, AMPC should consider reviewing its commercialisation model and ensure that it is sufficiently documented to clarify processes and procedures that support the principles of the RDC Knowledge Transfer and Commercialisation Guide.

Similarly, whilst content is included in the IP Plan that aligns with principles 9 and 10, it is unclear how these occur in practice. Additional documentation of relevant processes and procedures is advised to address this.

Finally, AMPC actively leverages the growAG platform to list current and past collaboration opportunities with commercial partners, enhancing visibility and engagement. Additionally, AMPC's participation in evokeAG events strengthens innovation amplification and fosters connections with potential collaborators, demonstrating alignment with principle 11.

5. Partnering for commercialisation success

This thematic area seeks to guide partnering for commercialisation. This includes guidance regarding the commercialisation model and governance, value proposition and collaborative partnerships. Overall, AMPC is broadly aligned with the guidance provided in the RDC Knowledge Transfer and Commercialisation Guide, with some opportunities for improvement.

AMPC's Consultation Framework and supporting Engagement Framework demonstrate alignment with principle 12. The Consultation Framework recognises that different levels of engagement are required for different purposes. The supporting Engagement Framework communicates this and is applied to determine the level of engagement, modes of engagement, and how it is applied for different stakeholders including Levy payers, producers, government investors, industry representative bodies, research providers, AMPC staff, other industry organisations and NGOs, other RDCs, Levy payers of Parliaments, key Ministers and local government representatives and communities.

Concerning principle 13, no commercial partners were interviewed as part of this Review, so the Review cannot assess conclusively on the strength of AMPC's collaborative partnerships with commercial entities.

Whilst principle 14 promotes uncomplicated commercialisation models, as identified in thematic area 4 (Commercialisation path to market), AMPC's current model is unclear. To align with this principle, and as suggested above, AMPC should consider reviewing its commercialisation model and ensure it is sufficiently documented.

Finally, whilst the IP Plan provides content aligned to principles 15, 16, 17 and 18, implementing these principles remains unclear. As outlined in thematic area 2 (IP), AMPC should ensure that the supporting practices, processes and procedures to the IP Plan are documented, and that the IP Plan is updated to provide sufficient reference to these.

6. Commercialising overseas

This thematic area provides guidance on considerations for the commercialisation of IP overseas. As AMPC's methodology and process for commercialisation is unclear (as identified above) and the IP Plan is silent on this

topic, the Review was unable to assess the adoption of this guidance. However, in addressing the opportunity for improvement identified above, AMPC should also consider commercialising overseas and incorporate adequate processes and procedures to align with the principle under this thematic area.

7. Risk management

This thematic area promotes IP and commercialisation rights and activities through due diligence and risk management. The IP Plan establishes IP Risk Management practices, which aim to reduce exposure to potential commercialisation and IP related risks, aligning with this guidance.

However, the content in the IP Plan is only high-level and does not specify the processes by which the practices are adopted. To promote continued alignment, AMPC should consider supporting these practices with documented processes, thereby enhancing consistency, transparency and business continuity in risk management.

8. Impact

The RDC Knowledge Transfer and Commercialisation Guide states, 'impact is the good that research can make in the world'. This thematic area focuses on prompting RDC's to plan for and measure success and the impact of research outputs. Specifically, this should include reporting requirements on adoption figures in contracts and referencing in published materials.

No contracts were sighted that could validate AMPC's adoption of this guidance. Accordingly, this Review cannot conclusively comment on AMPC's alignment with this thematic area.

More broadly, the Full Research Proposal template provided for the Review includes a section for 'Outcome Assessment', which requests information on how and when outcomes will be measured to evaluate the project's success. The M&E Plan includes references to measuring adoption rates, outcomes, and Member satisfaction through the uptake of expressions of interest, direct processor engagement, site visits, and annual Member surveys. Overall, this does suggest some level of adoption of this guidance, although the extent of alignment with the underlying principle remains ambiguous.

Consultation with AMPC has also identified that measuring adoption over the longer-term may be an area of weakness. This has been identified and is discussed in detail in section 3.3 of this Report.



Appendices

9. Appendices

APPENDIX A – Glossary

Acronym	Term
AMPC	Australian Meat Processor Corporation
AMIC	Australian Meat Industry Council
AMLI Act	<i>Australian Meat and Livestock Industry Act 1997 (Cth)</i>
Consultation Guide	Best Practice Guide to Stakeholder Consultation
DAFF	Department of Agriculture, Fisheries and Forestry
ENRI	Emerging National Rural Issues
EOI	Expression of Interest
KPI	Key Performance Indicator
MLA	Meat and Livestock Australia
MoU	Memorandum of Understanding
M&E Plan	Monitoring & Evaluation Plan
PIP Model	Plant Initiated Projects Model
RDCs	Rural Research and Development Corporations
RD&E	Research, Development & Extension
SFA	2020 – 2030 Statutory Funding Agreement
Strategic Plan	AMPC's Strategic Plan 2020 - 2025

APPENDIX B – Stakeholder consultations

#	Role	Date	Time	Forum
1	AMPC Data and Insights Manager	28/10/2024	1:00pm	Microsoft Teams meeting
2	AMPC RD&A Program Manager	28/10/2024	3:30pm	Microsoft Teams meeting
3	AMPC Corporate Services Manager	30/10/2024	2:00pm	Microsoft Teams meeting
4	AMPC Extension & Adoption Officer	01/11/2024	9:00am	Microsoft Teams meeting
5	AMPC Head of Communications & Media	01/11/2024	9:30am	Microsoft Teams meeting
6	AMIC representative	01/11/2024	10:15am	Microsoft Teams meeting
7	MLA representative	01/11/2024	11:00am	Microsoft Teams meeting
8	AMPC RD&A Program Manager	01/11/2024	1:00pm	Microsoft Teams meeting
9	AMPC Member (medium-sized processor)	01/11/2024	4:00pm	Microsoft Teams meeting
10	AMPC RD&A Program Manager	04/11/2024	12:00pm	Microsoft Teams meeting
11	AMPC RD&A Program Manager	04/11/2024	1:30pm	Microsoft Teams meeting
12	AMPC General Manager RD&A	05/11/2024	9:00am	Microsoft Teams meeting
13	AMPC CEO	06/11/2024	9:00am	Microsoft Teams meeting
14	AMPC Member (small-sized processor)	12/11/2024	11:00am	Phone call
15	AMPC Processor Director and Member (large-sized processor)	12/11/2024	11:30am	Phone call
16	Chair of AMPC Board	13/11/2024	9:30am	Microsoft Teams meeting

#	Role	Date	Time	Forum
17	DAFF representative	14/11/2024	1:00pm	Microsoft Teams meeting
18	AMPC Member (medium-sized processor)	18/11/2024	11:00am	Phone call
19	AMPC Member (large-sized processor)	18/11/2024	1:00pm	Phone call
20	AMPC Member (small-sized processor)	19/11/2024	2:00pm	Phone call
21	DAFF representative	22/11/2024	1:30pm	Microsoft Teams meeting
22	DAFF representative	22/11/2024	1:30pm	Microsoft Teams meeting
23	AMPC Independent Director	22/11/2024	2:00pm	Microsoft Teams meeting



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