AgriFutures Australia
Statutory Funding Agreement

Performance Principle
KPI Success Metrics
2022-2023
Guidelines for statutory funding agreements

Key Performance Indicators (KPIs) set out in this Guidelines to the Statutory Funding Agreement do not replace any KPIs already set by RDCs but will operate in addition to any RDC specific KPIs.

To meet the requirements of the Statutory Funding Agreement, it is mandatory for RDCs to demonstrate how they achieved the KPIs set out in the Guidelines. Annual performance discussions with the department will focus on demonstrating progress against the KPIs.

Performance Principles KPI's

1. Stakeholder Engagement - Engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to portfolio industries

2. Research, Development and Extension (RD&E) Activities - 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.

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

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

AgriFutures 16:5:5 Roadmap consists of 16 priorities across five focus areas to be delivered over five years (2022-2027).

These priorities have been informed by and developed from engagement with our industries and other stakeholders to help us build on our strong foundation, and to ensure our producers are empowered to adopt the latest science, technology and tools. This will assist in ensuring we have a strong, vibrant and collaborative agricultural sector now and into the future.

**Please refer to Appendix A for details of the AgriFutures 16:5:5 Roadmap**
Stakeholder Engagement

Outcome
Engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to portfolio industries.
**Stakeholder Engagement**

Engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to industry.

Facilitate opportunities for levy payers, industry and government to contribute and collaborate in a meaningful way in setting RD&E priorities and activities. This means being open and transparent about how input and ideas from levy papers is incorporated into strategy design and the reasons for their inclusion or otherwise.

The significant contribution of both levy payers and the taxpayer, through Australian Government matched funding, gives RDCs the obligation to undertake reciprocal and transparent engagement with levy payers and industry about their key objectives, performance, activities, investments and governance. Engagement should be transparent, considered and fit-for-purpose. RDCs should acknowledge that there are competing interests across an industry which need to be balanced for the good of the industry, rather than seeking an absolute outcome in terms of universal stakeholder satisfaction.

RDCs and industry representative organisations have distinct but complementary roles to play when it comes to supporting Australia’s agriculture, fisheries and forestry sectors. Establishing and maintaining a positive and cooperative working relationship between RDCs and industry representative organisations is critical. Effective stakeholder engagement processes can come from those that are driven by the industry and stakeholders themselves.
Performance Principles KPI 1 - Stakeholder Engagement

1.1 Strategy prioritisation and development processes include appropriate consultation plans, based on the Best practice guide to stakeholder consultation.

1.2 Demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1.

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.
<table>
<thead>
<tr>
<th>SFA KPI</th>
<th>Strategic Plan Priority</th>
<th>Priorities</th>
<th>Focus Area</th>
<th>KPI</th>
<th>Measure</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>2</td>
<td>Listening to, engaging, collaborating, and consulting with our industries.</td>
<td>Our Industries</td>
<td>70% of our industry representative bodies and our panel members believe that AgriFutures’ engagement with our industries has been effective.</td>
<td>Survey of our industry representative bodies and panel members.</td>
<td>Annual</td>
</tr>
<tr>
<td>1.3</td>
<td>3</td>
<td>Delivering research and innovation that addresses the specific needs of each of our industries.</td>
<td>Our Industries, Emerging Industries</td>
<td>80% of KPIs in each of the individual levied industries RD&amp;E Plans are achieved.</td>
<td>Percentage of KPIs achieved.</td>
<td>Over five years</td>
</tr>
<tr>
<td>1.2</td>
<td>4</td>
<td>Supporting our industries to prepare for and thrive into the future.</td>
<td>Our Industries, Emerging Industries</td>
<td>70% of our industry representative bodies and panel members feel that AgriFutures’ engagement with industry has supported them to prepare for the future.</td>
<td>Survey of industry representative bodies and panel members.</td>
<td>Annual</td>
</tr>
<tr>
<td>1.3</td>
<td>12</td>
<td>Responding to the specific workforce and leadership needs of our levied and emerging industries</td>
<td>Workforce and Leadership</td>
<td>80% of participants in levied and emerging industries capacity building programs feel they are better equipped to address workforce needs within their industry.</td>
<td>Survey of participants</td>
<td>Annual</td>
</tr>
<tr>
<td>1.1</td>
<td></td>
<td>Use of the AgriFutures Stakeholder Consultation Plan and Framework for interactions with our stakeholders</td>
<td>All</td>
<td>80% of all AgriFutures stakeholder engagement has followed the published consultation plan and framework.</td>
<td>Internal Systems and Process checks</td>
<td>Annual</td>
</tr>
<tr>
<td>1.2</td>
<td></td>
<td>At least 52 stakeholder engagements per individual business area/ industry per annum</td>
<td>All</td>
<td>95%</td>
<td>Internal Systems and Process checks</td>
<td>Annual</td>
</tr>
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- Denotes an AgriFutures whole of business consideration
Research, Development and Extension (RD&E) Activities

Outcome
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.
Research, Development and Extension (RD&E) Activities

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.

- Balancing long-term, short-term, high and low risk, and strategic and adaptive research
- RD&E activities address Levy Payer and government priorities
- Delivering impact “on the ground”.

RDCs are required to undertake a diverse range of RD&E [and marketing] activities that incorporate risk assessments, and target both short-term and long-term returns on investment. The mix of RD&E [and marketing] activities should improve efficiency, productivity, competitiveness and innovation for levy payers, producers and along the supply chain, and provide public benefit for the Australian community.

When planning and preparing RD&E [and marketing] activities, RDCs must seek to achieve outcomes that:

- inform strategic industry, cross-industry and cross-sectoral issues
- address present and future industry needs
- develop the capacity of levy payers to identify and adopt R&D activities and results.

A balanced portfolio identifies and assesses objectives, analyses risk and develops appropriate controls to mitigate those risks to acceptable levels.
Performance Principles KPI 2 - Research, Development and Extension (RD&E) Activities

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.

2.2 Levy payers who participate in RDC supported extension and adoption programs:
- 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.
## RD&E Activities: Performance Metrics

<table>
<thead>
<tr>
<th>SFA KPI</th>
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<th>Measure</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 / 2.2</td>
<td>5</td>
<td>Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.</td>
<td>Our Industries</td>
<td>Trial at least five new technologies or innovations per annum relevant to our leaved industries.</td>
<td>The number of new technologies or innovations tested.</td>
<td>Annual</td>
</tr>
<tr>
<td>2.1</td>
<td>7</td>
<td>Driving the growth or development of emerging, high-potential rural industries.</td>
<td>Emerging Industries</td>
<td>Deliver five investments across a minimum of five emerging industries that enables them to address the highest priorities identified in their RD&amp;E Plans.</td>
<td>Reporting on RD&amp;E activities that address priorities for five emerging industries.</td>
<td>Over five years</td>
</tr>
<tr>
<td>2.1</td>
<td>8</td>
<td>Identifying new revenue streams.</td>
<td>Emerging Industries</td>
<td>Identify at least five new potential revenue streams post-farm gate or ecosystem* market opportunities that have the potential to return additional revenue streams.</td>
<td>Number of potential revenue streams identified.</td>
<td>Over five years</td>
</tr>
<tr>
<td>2.2</td>
<td>11</td>
<td>Supporting people in Australia’s rural industries to build their motivation and skills to lead change.</td>
<td>Workforce and Leadership</td>
<td>80% of participants in AgriFutures leadership and capacity building programs feel their motivation and skills to lead change have increased due to their participation.</td>
<td>Survey of participants.</td>
<td>Annual</td>
</tr>
<tr>
<td>2.2</td>
<td>15</td>
<td>Fostering responsible industry stewardship and building community trust.</td>
<td>National Challenges and Opportunities</td>
<td>Deliver and extend to stakeholders the key findings of at least one study per annum addressing responsible industry stewardship and building community trust.</td>
<td>Number of studies delivered and disseminated to stakeholders.</td>
<td>Annual</td>
</tr>
<tr>
<td>2.1</td>
<td>13</td>
<td>Identifying, understanding, and responding to national challenges and opportunities impacting Australian rural industries.</td>
<td>National Challenges and Opportunities</td>
<td>Deliver and extend to stakeholders the key findings of at least four studies per annum addressing national challenges and opportunities impacting Australian rural industries.</td>
<td>Number of studies delivered and disseminated to stakeholders.</td>
<td>Annual</td>
</tr>
</tbody>
</table>
Balanced research portfolio

Ensuring RD&E priorities and activities are strategic, collaborative and targeted to improve profitability, productivity, competitiveness and preparedness for future opportunities and challenges through a balanced portfolio is a core objective for our levied and emerging industries and serves to benefit Australia’s wider agricultural community. Our strategic plan is driven by these needs and the ongoing prosperity of our rural industries, which we aim to deliver against the strategic national priorities, guided by two overarching factors:

- Exceptional stakeholder engagement
- Applying a life-cycle approach to target investment.

The priorities within each of the levied industries RD&E plans guide the levied and matching investments that AgriFutures makes. Priorities have been set through industry consultation, with investments guided by inputs from the respective RD&E advisory panels. Progress against each of the levied industry RD&E plans is a key function for the R&D panels.

AgriFutures has adopted a life-cycle approach to investments in emerging industries as it provides clarity around the appropriate levels of intervention and investment in industries as they progress from new to emerging and established. The life-cycle approach ensures the RD&E investment is fit for purpose and targeted to the industry’s developmental stage.

AgriFutures is committed to ensuring it invests, manages and participates in a balanced portfolio of RD&E activities that appropriately meet our industries’ needs and provides the greatest return on investment.

To do this AgriFutures will allocate its expenditure using a range of measures that ensure a balanced, financially responsible approach to investment of levied industry, matching funds, and appropriations from the Australian Government. AgriFutures’ investments integrate the triple bottom line objectives of economic, environmental and social responsibility.

AgriFutures core investment principles are:

- Maximise return on investment for our levied industries.
- Alignment of RD&E investment with levied industry and government investor priorities.
- Invest in short, medium and long-term projects that deliver adaptive research outcomes through to long-term strategic opportunities.
- Appropriately manage RD&E risk-profile, with a combination of low-risk projects that deliver incremental improvements and transformational outcomes from higher-risk investment.
- Leverage investment through collaboration and partnering with both national and global research providers.

AgriFutures’ project management system enables the portfolio of investments to be viewed through various perspectives, including:

- Program objectives
- Project length
- Levels of risk, return and leverage.
Collaboration

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

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

- Collaborate across the agricultural innovation system to address common challenges and opportunities, including through active participation with AIA on cross-sectoral and transformational outcomes
- The RDCs collaborate with the AgriFutures Emerging Rural Issues forum, 8 Innovation Hubs across Australia, evokeAG online platform and event and growAG platform where relevant.

RDCs must generate connections and partnerships that inspire a united approach to developing both large scale and small scale, targeted, cross-cutting and transformational breakthroughs across the agricultural innovation system. This can be achieved through RDC cross-sectoral collaborations and:

- Collaborating and engaging with AIA on large scale national challenges to shift investment toward cross-sectoral and transformational outcomes, increase flexibility of investment across the system and encourage new global partnerships and most importantly attracting new sources of private investment. Engaging with AIA will help address the opportunities and challenges confronting the agriculture sector where individual industry investment is unlikely to be effective.
- Participating in the Emerging National Rural Issues (ENRI) forum. Prior to 2021, ENRI Forums have resulted in over 140 projects ideas put forward and more than 60 projects progressed or completed involving RDC collaboration. In 2021 a further 100 collaborative project ideas were identified, and 16 cross-RDC projects have been progressed with a number of additional projects currently being discussed.
- Engaging with the eight Innovation Hubs to connect with researchers and experts. The Hubs are in regional areas that reflect the key agricultural and climate zones. Each hub includes nodes throughout their region, including over 40 locations for delivery of support. The Hubs ensure agricultural research is useful and accessible to create greater impact and opportunities to commercialise R&D.
- Collaborating and seeking private funding for R&D or commercialisation opportunities, to take the levy payer and taxpayer dollar further.
- Utilising the AgriFutures’ evokeAG online platform, evoke event and growAG online platform, to collaborate with other RDCs, AIA, Innovation Hubs, industry, businesses, Australian and international research organisations, entrepreneurs, innovators, government agencies, innovation hubs and farming system groups and showcase their research, technologies and commercialisation with the world.
Performance Principles KPI 3 - Collaboration

3.1 Completed, current and future R&D including commercialisation opportunities is accessible through the AgriFutures growAG platform.

3.2 Number and quantum of cross-industry and cross-sector RD&E investments available.
### Collaboration: Performance Metrics

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<tr>
<th>SFA KPI</th>
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<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>14</td>
<td>Facilitating collaboration across sectors and organisations including other RDCs and AIA.</td>
<td>National Challenges and Opportunities</td>
<td>Deliver one Emerging National Rural Issues Forum per annum that results in five or more national collaborative projects or programs.</td>
<td>Number of collaborative projects and programs delivered.</td>
<td>Annual</td>
</tr>
<tr>
<td>3.2</td>
<td>16</td>
<td>Ensuring Australia is a leader in accessing and adopting, as well as, developing and exporting agrifood technologies and innovation.</td>
<td>Global Innovation Networks</td>
<td>Deliver three events, networks and/or platforms that support the positioning of Australia as a global leader in agrifood tech.</td>
<td>Number of events, networks and/or platforms delivered.</td>
<td>Annual</td>
</tr>
<tr>
<td>3</td>
<td>10</td>
<td>Attracting and retaining a workforce that will ensure Australia’s rural industries are future ready.</td>
<td>Workforce and Leadership</td>
<td>80% of participants in AgriFutures leadership and capacity building programs feel equipped and confident to contribute to the future of Australia’s rural industries.</td>
<td>Survey of participants</td>
<td>Annual</td>
</tr>
<tr>
<td>3.1</td>
<td></td>
<td>Involvement and collaboration with ENRI and growAG</td>
<td>All</td>
<td>Demonstrated involvement and collaboration with ENRI and growAG across the business</td>
<td>AgriPerformance KPI measures</td>
<td>Biannually</td>
</tr>
<tr>
<td>3.2</td>
<td></td>
<td>Lead or participate in at least 24 cross-industry and cross-sectoral collaborations across all business areas/industries.</td>
<td>All</td>
<td>95%</td>
<td>Internal Systems and Process checks</td>
<td>Annual</td>
</tr>
<tr>
<td>3.1</td>
<td></td>
<td>All completed, current and future R&amp;D including commercialisation opportunities accessible through the AgriFutures growAG platform</td>
<td>All</td>
<td>95%</td>
<td>Internal Systems and Process checks</td>
<td>Annual</td>
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* Denotes an AgriFutures whole of business consideration
Governance

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

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

- Good governance ensures stakeholders are well informed and have visibility of the RDC’s investments, priorities and achievements.
- Committee structures and corporate policies enable the RDC to manage day-to-day business activities and fulfil reporting obligations.

RDCs must have transparent governance practices that give assurance to stakeholders that the RDC is operating effectively, undertaking its roles and responsibilities, appropriately managing funds, and delivering outcomes against the strategic priorities.

RDCs have relevant legislation that governs how public resources are used. Requirements in legislation or the statutory funding agreement include annual reporting, financial statements, demonstration of achieving objectives set out in a strategic plan (or R&D Plan), etc.

The RDC Board is expected to exercise best-practice governance and reporting. It is the RDC’s responsibility to have structures in place to add value, act ethically and responsibly, and provide leadership to industry.
4.1 Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes.

4.2 Demonstrated management of financial and non-financial risk.

4.3 Relevant policies and procedures adopted and implemented (e.g., privacy etc).

4.4 Non-financial resources implemented effectively (Human resources, IT, IP etc).
### Governance: Performance Metrics

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<th>Measure</th>
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</thead>
<tbody>
<tr>
<td>4.1 - Ongoing oversight, planning and reporting of investment activities is done in accordance with legislative and Australian Government requirements and timeframes.</td>
<td>Governance</td>
<td>1) Maintenance of robust governance arrangements and practices to ensure stakeholders have visibility of AgriFutures investments, priorities and achievements.</td>
<td>• 90% achievement of all measures on the quarterly compliance checklist for Corporate</td>
<td>Quarterly</td>
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<tr>
<td></td>
<td></td>
<td>2) Maintain and monitor the legislative compliance register to ensure all applicable legislation is being implemented as required.</td>
<td>• All internal and external compliance requirements to be reported at every Audit Committee meeting</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3) Report on internal and external compliance requirements at every Audit Committee meeting.</td>
<td>• Financial statements receive an unqualified audit opinion from the ANAO</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4) In accordance with legislative and Australian Government requirements, prepare the following reports, maintaining the clear-read principle:</td>
<td>- 5 yr Strategic R&amp;D Plan &lt;br&gt; - Annual report - published every year within the required timeframes (usually mid October each year) and financial statements are reviewed annually by the ANAO with no audit findings to report. &lt;br&gt; - Annual Operating Plan &lt;br&gt; - PBS Budget - approved by the Board and forwarded to the Department of Agriculture by the required timeframe each year (usually February or March).</td>
<td>Every 5 yrs &lt;br&gt; Annually &lt;br&gt; Annually</td>
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|            | Governance | 1) Maintain and report on the following controls in order to manage and mitigate risks:  
• Report to every Audit Committee and Board meeting on risk management practices in the business  
• Reporting of any risk identified as high to the Board  
• Maintenance and regular review of the six key risks and five key fraud risks have been identified within the business. These key risks are to be reviewed by the Leadership Team on a quarterly basis, and at each Audit Committee and Board Meeting.  
• Participation in Board risk workshop (as required for review of RMPF and Key Risks)  
• Adherence to AgriFutures Risk Management Policy and Framework (RMPF), to define and describe AgriFutures Australia’s risk management processes and practices established to identify, communicate, and manage risks across the organisation and in partnership with our stakeholders.  
2) Management and monitoring of all project risks through the K2 PMIS  
3) Ensure all staff are thoroughly inducted on Risk Management policy and processes | 1) All risks are to be managed and reported to the LT, Audit Committee and Board.  
• Risk reporting forms assessed and reviewed to monitor mitigative/preventative actions and consequences, and risk resolution.  
2) Spot checks of project risks through the K2 PMIS  
3) Annual focussed training to be provided to all staff on risk management | Quarterly | Monthly | Quarterly | Annual |
## Governance: Performance Metrics

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<tr>
<td>4.3 - Relevant policies and procedures adopted and implemented (e.g., privacy etc.)</td>
<td>Governance</td>
<td>1) AgriFutures to maintain a Policy Framework to ensure compliance with all relevant legislative and regulatory requirements.</td>
<td>1) All policies to be presented to the LT, Audit Committee and Board for review in line with the policy review schedule</td>
<td>1) Quarterly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Individual Policies and Procedures are grouped into five Handbooks: • Governance (including Accountable Authority Instructions) • Finance • Research and Communications • People and Culture • ICT</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2) All policies are to be accessible to staff on the Intranet and/or published on the AgriFutures website as required.</td>
<td>2) Policies to be uploaded on intranet (and website as required) within 2 weeks of receiving completed minutes from Board Meeting</td>
<td>2) Quarterly</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4) Staff are to be provided with awareness training on induction, and an Annual training calendar is to be maintained, outlining compulsory staff training sessions throughout the year.</td>
<td>4) Annual Training Calendar to be developed and maintained by Manager, Governance and Compliance, and approved by LT annually</td>
<td>4) Annual and adjusted as required</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5) Knowledge and application of policies is also to be tested during the year.</td>
<td>5) SALT e-learning tests to be completed by all staff annually on all policies</td>
<td>5) Monitor quarterly</td>
</tr>
</tbody>
</table>

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</table>
| 4.4 - Non-financial resources implemented effectively (Human resources, IT, IP etc.) | Governance                                           | 1) ICT performance measures:                                        | 1) ICT performance measures:  
   - 80% of K2/Sharepoint helpdesk tickets resolved within 48 hours  
   - 80% resolution rate for staff IT tickets within 48 hours  
   - Identify gaps in knowledge from repeat requests and proactively provide information/training to staff | Biannually - through AgriPerformance KPI measures                                                                                                                                   |
|                                                                           |                                                      | 2) People and Culture Performance Measures:                         | 2) People and Culture Performance Measures:  
   - Staff turnover rate  
   - Average time to hire  
   - Internal Promotion Rate  
   - Probation periods utilised  
   - Performance Management  
   - Weekly WIP meetings  
   - All staff are engaged in probation processes  
   - AgriPerformance review cycle  
   - WIP meetings to discuss performance and management of workload and provide clear, honest and timely feedback about performance.  
   - Staff survey results to reflect an equal or greater overall percentage response of Agree or Strongly Agree than the previous year | Annual  
   - 3 and 6 months after commencement  
   - Biannually  
   - Weekly/Fortnightly  
   - Annual                                                                 | Biannually - through AgriPerformance KPI measures                                                                 | Biannually - through AgriPerformance KPI measures and internal training records  
   Biannually - through AgriPerformance KPI measures  
   Biannually - through AgriPerformance KPI measures                                                                                                                                   | Biannually - through AgriPerformance KPI measures                                                                 |
## Governance: Performance Metrics

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</table>
| 4.4 - Non-financial resources implemented effectively (Human resources, IT, IP etc). | Governance and Compliance Processes: | Governance and Compliance Processes: | 1) 100% compliance with legislative obligations  
   - Management and review of the legislative obligations checklist, Compliance Register, Matrix and Board Checklist  
   - Management of compliance checklists across the business  
2) At least 8 spot checks annually of the management of organisations compliance with internal systems and processes  
3) Management of Internal Audit Process and ensure at least 90% implementation of all recommendations  
4) Management of policy review process with 100% of policies reviewed by the Audit Committee and Board  
5) Development and management of an annual training calendar to ensure staff awareness and compliance, with training provided for 100% of policies annually  
6) Ensuring all internal and external reporting obligations are met 100% of the time  
7) Ensure all Program/Business/WHS Risks and identified hazards/incidents are reported/recorded immediately and monitored and resolved in a timely manner  
8) All required reporting to be submitted quarterly to Audit Committee  
9) All Data and records management to be maintained as per legislation, SFA guidelines, and policy | 1) Monthly  
   - Biannually - through AgriPerformance KPI measures  
2) Cyclical  
3) Quarterly  
4) Aligned with policy review schedule  
5) Annual, and reviewed quarterly  
6) Quarterly  
7) Monthly review and monitoring of Risks, quarterly review and monitoring of WHS incidents/hazards. Immediate action as arise.  
8) Quarterly  
9) Cyclical spot checks |
Monitoring and Evaluation

Outcome
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.
Monitoring and Evaluation Framework

AgriFutures Research and Innovation Strategic Plan 2022-2027 is supported by a complete Monitoring, Evaluation and Reporting (MER) Framework to allow AgriFutures to:

- Demonstrate the benefits delivered by the organisation to levied industries, the rural industries of Australia, the Australian Government, and taxpayers, other RDCs, private investors and RD&E providers
- Monitor and report progress towards the achievement of priorities identified in the AgriFutures 16:5:5 Roadmap that will assist in measuring current performance
- Identify additional opportunities to improve performance.

The MER Framework is a key component of the implementation of the AgriFutures Research and Innovation Strategic Plan 2022-2027. This plan was modelled on the MER Framework developed midway through the AgriFutures Strategic R&D Plan 2017-2022. This Framework provides metrics and methodologies for their measurement. Baseline and target values will be reviewed and modified, if necessary, as the framework is implemented.
Performance Principles KPI 5 - Monitoring and Evaluation

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

- Suitable mechanisms and processes in place that enable regular impartial reviews of performance, and identify improvement opportunities
- Demonstrate that investments are striving to achieve meaningful RD&E outcomes and priorities
- Communicate the results of the impact and benefits of RD&E activities and investments to stakeholders and the government.

5.1 Impact (cost - benefit) assessment of a broad cross-section of RD&E [and marketing] investments undertaken annually.

5.2 Demonstrated consideration of and response to outcomes of monitoring and evaluation processes.

5.3 Transparent communication to stakeholders (including government) on the impacts and benefits of the RD&E [and marketing] activities.
## Monitoring and Evaluation: Performance Metrics

<table>
<thead>
<tr>
<th>SFA KPI</th>
<th>Strategic Plan Priority</th>
<th>Priorities</th>
<th>Focus Area</th>
<th>KPI</th>
<th>Measure</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>1</td>
<td>Maximising the return on investment for your R&amp;D levy.</td>
<td>Our Industries</td>
<td>A benefit: cost ratio of 4:1*</td>
<td>Impact Assessments of investments in each of our 13 industry R&amp;D programs.</td>
<td>One assessment per industry (during the five years of this Plan)</td>
</tr>
<tr>
<td>5.2</td>
<td>3</td>
<td>Delivering research and innovation that addresses the specific needs of each of our industries.</td>
<td>Our Industries</td>
<td>80% of KPIs in each of the individual levied industries RD&amp;E Plans are achieved.</td>
<td>Percentage of KPIs achieved</td>
<td>Over five years</td>
</tr>
<tr>
<td>5.1</td>
<td>4</td>
<td>Supporting our industries to prepare for and thrive into the future.</td>
<td>Our Industries</td>
<td>70% of our industry representative bodies and panel members feel that AgriFutures’ engagement with industry has supported them to prepare for the future.</td>
<td>Survey of industry representative bodies and panel members.</td>
<td>Annual</td>
</tr>
<tr>
<td>5.2</td>
<td>5</td>
<td>Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.</td>
<td>Our Industries</td>
<td>Trial at least five new technologies or innovations per annum relevant to our levied industries.</td>
<td>The number of new technologies or innovations tested.</td>
<td>Annual</td>
</tr>
<tr>
<td>5.2</td>
<td>9</td>
<td>Understanding and responding to the future workforce needs of Australia’s rural industries.</td>
<td>Workforce and Leadership</td>
<td>Deliver and extend to stakeholders the key findings of at least one study per annum that addresses national workforce needs.</td>
<td>Number of studies delivered and disseminated to stakeholders</td>
<td>Annual</td>
</tr>
<tr>
<td>5.3</td>
<td></td>
<td>Prepare the following reports, accessible to all stakeholders:</td>
<td>All</td>
<td>100% compliance</td>
<td>Internal Systems and Process checks</td>
<td>Annual and cyclical</td>
</tr>
</tbody>
</table>
| 5.3     |                         | 1. 5 year Strategic R&D – Plan Annual report  
2. Annual Operating Plan - PBS Budget  
3. Final R&D reports and other industry publications | All | 100% | Internal Systems and Process checks | Quarterly |

- Denotes an AgriFutures whole of business consideration
National Agricultural Innovation Agenda

Performance Metrics
National agricultural innovation agenda

5 Pillars of Reform

1. How does AgriFutures demonstrate that they are actively working towards ‘strengthening leadership, cohesion and culture through clear strategic direction and increased collaboration’?

2. How does AgriFutures demonstrate that they are actively working towards ‘improving the balance of funding and investment to deliver both incremental and transformational innovation, and growing private sector and international investment’?

3. How does AgriFutures demonstrate that they are ‘embedding world-class innovation practices through greater transparency and entrepreneurship’?

4. How does AgriFutures demonstrate that they are actively working towards ‘empowering our regions to achieve greater uptake of innovation’?

5. How does AgriFutures demonstrate they are actively working towards ‘improving the foundations of agricultural innovation, including data and regulatory settings’?

Agricultural Innovation Priorities

Priority 1. Trusted exporter of premium food and agricultural products

Priority 2. Australia will champion climate resilience to increase the productivity, profitability and sustainability of the agricultural sector

Priority 3. Australia is a world leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system

Priority 4. Australia is a mature adopter, developer and exporter of digital agriculture
Aligning our priorities against the National Agricultural Innovation Priorities Sustainability Development Goals and Environmental, Social and Governance principles:

To support the AgriFutures Research and innovation Strategic Plan 2022-2027, alignment of the 16 priorities has been mapped against the National Agricultural Innovation Priorities, Sustainability Development Goals, and Environmental, Social and Governance principles.

The Australian Government has established four innovation priorities based on the key challenges Australia’s agricultural innovation system needs to address by 2030. The priorities aim to align efforts, enable Australian agriculture to embrace strategic opportunities, and set a stronger culture that supports and encourages effective collaboration and action to address innovation for the public good.

The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a “blueprint to achieve a better and more sustainable future for all”. The SDGs were set up in 2015 by the United Nations General Assembly and are intended to be achieved by 2030. Sustainable agriculture contributes to the delivery of at least six of the seventeen SDGs.

Environmental, Social and Governance (ESG) is an evaluation of collective conscientiousness for social and environmental factors. It is typically a score compiled from data collected surrounding specific metrics related to intangible assets within the enterprise. AgriFutures has mapped the ESGs against our sixteen priorities within the 16:5:5 Roadmap.

If the mapping of ESG criteria for AgriFutures focussed on including the industries that AgriFutures serves, then the ESG criteria relevant to the priorities would change. However, as AgriFutures serves the agricultural industries’ interests, the “social and environmental” criteria’s are considered to be the most relevant. The governance criteria are foundational to deliver the priorities, and so are linked to and supportive of all the priorities. Only through maintaining good standards for running a company could the purpose of AgriFutures be fulfilled and they enable us to deliver value to our customers.
### National agricultural innovation agenda: Performance Metrics

80% of all projects to demonstrate alignment to the national agricultural innovation priorities

### Measurement through K2 PMIS processes: mapping projects across program goals and national innovation priorities

<table>
<thead>
<tr>
<th>Project No.</th>
<th>Project Name</th>
<th>PROGRAM</th>
<th>GOAL</th>
<th>Innovation Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRJ-011713</td>
<td>Review of chicken meat processing for enteropathogen management</td>
<td>Chicken Meat</td>
<td>CME-Improving Food Safety of Australian Chicken Meat</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011740</td>
<td>Ginger Extension Coordination Project</td>
<td>Ginger</td>
<td>GIN-Encourage industry engagement - extension, communication, leaders &amp; partners</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011777</td>
<td>Science fact not fiction: Detecting gene edited racehorses</td>
<td>Thoroughbred Horses</td>
<td>HOR-Improve the safety of industry participants and the welfare of horses, and enhance the sustainability of the industry</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011798</td>
<td>Developing Industry Standards for Australian Native Oils</td>
<td>New and Emerging Industries</td>
<td>NEI - New and Emerging Industries - M1</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011829</td>
<td>Management Services for the Australian Agriculture Community Trust Program</td>
<td>Community Trust</td>
<td>CTA - Community Trust</td>
<td>Trusted exporter of premium food and agricultural products</td>
</tr>
<tr>
<td>PRJ-011835</td>
<td>Age dependent energy and digestible amino acids of common Australian feedstuffs</td>
<td>Chicken Meat</td>
<td>CME-Improve chicken meat production through the whole supply chain</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011849</td>
<td>Chemical Minor Use Permit Research</td>
<td>Ginger</td>
<td>GIN-Drive on-farm productivity</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our bio security system</td>
</tr>
<tr>
<td>PRJ-011920</td>
<td>Training and extension for the Chicken Meat Industry</td>
<td>Chicken Meat</td>
<td>CME-Improved ability to meet consumer needs</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>PRJ-011940</td>
<td>Yield and quality assessment of dual purpose wheat for the export hay industry</td>
<td>Export Fodder</td>
<td>FCR-Supporting innovation across the supply chain</td>
<td>Mature adopter, developer, and exporter of digital agriculture</td>
</tr>
<tr>
<td>PRJ-011968</td>
<td>Project Manager - AgVet Access Grants 2019</td>
<td>AgVet Chemical Priority Use</td>
<td>AGV - Round 4</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our bio security system</td>
</tr>
<tr>
<td>PRJ-011985</td>
<td>Joint-RDC Community Trust - Community Analysis Project</td>
<td>Community Trust</td>
<td>CTA - Community Trust</td>
<td>Trusted exporter of premium food and agricultural products</td>
</tr>
<tr>
<td>PRJ-011988</td>
<td>Fodder Safe</td>
<td>Export Fodder</td>
<td>FCR-Continued access to export markets</td>
<td>Trusted exporter of premium food and agricultural products</td>
</tr>
<tr>
<td>PRJ-012002</td>
<td>Chemical Residue Monitoring for the Fodder Industry</td>
<td>Export Fodder</td>
<td>FCR-Continued access to export markets</td>
<td>Trusted exporter of premium food and agricultural products</td>
</tr>
<tr>
<td>PRJ-012056</td>
<td>AgVet Minor Use Access Grants - Trial Management</td>
<td>AgVet Chemical Priority Use</td>
<td>AGV - Round 4</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our bio security system</td>
</tr>
<tr>
<td>PRJ-012057</td>
<td>Can iso-PGs indicate the need for surgery and predict survival in colic horses?</td>
<td>Thoroughbred Horses</td>
<td>HOR-Reduce the incidence and impact of diseases and parasites in horses</td>
<td>World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our bio security system</td>
</tr>
<tr>
<td>PRJ-012062</td>
<td>Diagnostic Imaging to reduce Thoroughbred racing fatality</td>
<td>Thoroughbred Horses</td>
<td>HOR-Reduce injury and breakdown of horses in work and training</td>
<td>Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
</tbody>
</table>
### National agricultural innovation agenda: Performance Metrics
### Alignment to AgriFutures Australia Research and Innovation Strategic Plan 2022-2027

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>National Agricultural Innovation Priorities</th>
<th>Relevant SDGs</th>
<th>Relevant ESGs</th>
</tr>
</thead>
</table>
| 1 Our Industries | **Priority 1:** Trusted exporter of premium food and agricultural products  
**Priority 2:** Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector  
**Priority 3:** World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system  
**Priority 4:** Mature adopter, developer, and exporter of digital agriculture.                                                                                          | 1 NO POVERTY  
6 CLEAN WATER AND SANITATION  
7 AFFORDABLE AND CLEAN ENERGY  
8 DECENT WORK AND ECONOMIC GROWTH  
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  
12 RESPONSIBLE CONSUMPTION AND PRODUCTION  
13 CLIMATE ACTION  
14 LIFE BELOW WATER  
15 LIFE ON LAND  
16 PEACE JUSTICE AND STRONG INSTITUTIONS | **Social:**  
- Customer satisfaction  
- Community relations  
**Environmental:**  
- Climate change and carbon emissions  
- Air and water pollution  
- Biodiversity  
- Deforestation |
<table>
<thead>
<tr>
<th>Priority 1: Trusted exporter of premium food and agricultural products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 2: Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
</tr>
<tr>
<td>Priority 3: World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system</td>
</tr>
<tr>
<td>Priority 4: Mature adopter, developer, and exporter of digital agriculture</td>
</tr>
</tbody>
</table>

Social:
- Customer satisfaction
- Community relations
### National altitude agenda: Performance Metrics

**Alignment to Agri Futures Australia Research and Innovation Strategic Plan 2022-2027**

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>National Agricultural Innovation Priorities</th>
<th>Relevant SDGs</th>
<th>Relevant ESGs</th>
<th>Social:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce and Leadership</td>
<td><strong>Priority 1:</strong> Trusted exporter of premium food and agricultural products</td>
<td></td>
<td></td>
<td>• Customer satisfaction</td>
</tr>
<tr>
<td></td>
<td><strong>Priority 2:</strong> Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Priority 3:</strong> World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Priority 4:</strong> Mature adopter, developer, and exporter of digital agriculture.</td>
<td></td>
<td></td>
<td>• Community relations</td>
</tr>
</tbody>
</table>
National agricultural innovation agenda: Performance Metrics
Alignment to AgriFutures Australia Research and Innovation Strategic Plan 2022-2027

Priority 1: Trusted exporter of premium food and agricultural products

Priority 2: Champion of climate resilience to increase productivity, profitability, and sustainability of the agricultural sector

Priority 3: World leader in preventing and rapidly responding to significant pests and diseases through future-proofing our biosecurity system

Priority 4: Mature adopter, developer, and exporter of digital agriculture.

Social:
- Customer satisfaction
- Community relations
<table>
<thead>
<tr>
<th>Global Innovation Network</th>
</tr>
</thead>
</table>

**Priority 4:** Mature adopter, developer, and exporter of digital agriculture.

**Social:**
- Customer satisfaction
- Community relations

**Environmental:**
- Climate change and carbon emissions
- Air and water pollution
- Biodiversity
- Deforestation
RDC Knowledge Transfer and Commercialisation Guide

Principles for delivering maximum return to levy payers and Australian tax payers

This document provides guiding principles for Knowledge Transfer (KT), including commercialisation, for the adoption of R&D investment within the Australian agriculture’s Research and Development Corporation context.
Guiding Principles

The objectives of these principles are to maximise opportunities and benefits of R&D for Australian agricultural industries and the broader Australian community. To achieve this, RDCs act according to the following principles:

**Invest in impactful innovation**

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.

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.

**Intellectual property**

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.

**Dissemination of published works**

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 adoption of copyrighted material 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 RDCs to fulfil their obligations under their Commonwealth Statutory Funding Agreement.

**Commercialisation path to market**

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, generating ongoing commercialisation income (including royalties), for reinvestment into further impact generating innovation activities.

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.
Guiding Principles

The objectives of these principles are to maximise opportunities and benefits of R&D for Australian agricultural industries and the broader Australian community. To achieve this, RDCs act according to the following principles:

Partnering for commercialisation success

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.

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.

Commercialising overseas

19. Consideration may be given to commercialisation of intellectual property outside of Australia when:

- 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.

Risk management

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.

Impact

Impact is the good that research can make in the world

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.
## Guiding Principles

<table>
<thead>
<tr>
<th>Guiding Principle</th>
<th>Strategic Plan Priority</th>
<th>Priorities</th>
<th>Focus Area</th>
<th>KPI</th>
<th>Measure</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 / 21</td>
<td>5</td>
<td>Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.</td>
<td>Our Industries</td>
<td>Trial at least five new technologies or innovations per annum relevant to our levied industries.</td>
<td>The number of new technologies or innovations tested.</td>
<td>Annual</td>
</tr>
<tr>
<td>1 / 21</td>
<td>3</td>
<td>Delivering research and innovation that addresses the specific needs of each of our industries</td>
<td>Our Industries, Emerging Industries</td>
<td>80% of KPIs in each of the individual levied industries RD&amp;E plans are achieved.</td>
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<td>2 / 21</td>
<td>4</td>
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<td>Survey of industry representative bodies and panel members</td>
<td>Annual</td>
</tr>
<tr>
<td>9</td>
<td>14</td>
<td>Facilitating collaboration across sectors and organisations including other RDCs and AIA.</td>
<td>National Challenges and Opportunities</td>
<td>Deliver one Emerging National Rural Issues Forum per annum that results in five or more national collaborative projects or programs.</td>
<td>Number of collaborative projects and programs delivered.</td>
<td>Annual</td>
</tr>
<tr>
<td>1 / 2</td>
<td>16</td>
<td>Ensuring Australia is a leader in accessing and adopting, as well as, developing and exporting agrifood technologies and innovation.</td>
<td>Global Innovation Networks</td>
<td>Deliver three events, networks and/or platforms that support the positioning of Australia as a global leader in agrifood tech.</td>
<td>Number of events, networks and/or platforms delivered.</td>
<td>Annual</td>
</tr>
</tbody>
</table>
### RDC Knowledge Transfer and Commercialisation Guide: Performance Metrics

<table>
<thead>
<tr>
<th>Guiding Principle</th>
<th>Strategic Plan Priority</th>
<th>Priorities</th>
<th>Focus Area</th>
<th>KPI</th>
<th>Measure</th>
<th>Timing</th>
</tr>
</thead>
</table>
| 3 / 4 / 5 / 8 / 9 / 10 / 11 / 12 / 13 / 16 / 17 / 18 / 19 / 20 | Engagement of Senior Manager, Commercialisation | All | • Appropriate knowledge transfer and commercialisation resources/systems including IP plans, policies and organisational support, are in place  
• Commercialisation should focus on providing the strongest benefits/impact to industry, rather than royalties  
• RDCs will encourage private sector investment/collaboration in the commercialisation of outputs  
• RDCs should seek to accelerate the adoption of novel technologies and services by selecting the most appropriate commercialisation pathway,  
• Australian public commercialisation marketplaces and innovation platforms such as growAG and evokeAG will be supported and leveraged  
• RDCs should seek to build sustainable collaborative partnerships with commercial partners, | AgriPerformance KPIs | Biannual |
| 3 / 4 / 5 / 14 / 21 | Engagement of Manager, Legal Services | All | • Intellectual property ownership and rights of project outputs should be covered off contractually  
• IP registration should only be considered when it is required to assist with leveraging adoption  
• A central, pro-actively managed register of registered IP should be maintained.  
• RDCs should utilise uncomplicated commercialisation models and straightforward agreements | AgriPerformance KPIs | Biannual |
| 6 / 7 / 21 | Engagement of Manager, Publications | All | • Publications from research funding are encouraged to be made available via open access.  
• Copyrighted material should acknowledge authors and creators (when known) in a clear and reasonably prominent manner. | AgriPerformance KPIs | Biannual |

- Denotes an AgriFutures whole of business consideration
Our Industries

In partnership with each of our industries, we will create value by:

1. Maximising the return on investment for your R&D levy.
2. Listening to, engaging, collaborating, and consulting with our industries.
3. Delivering research and innovation that addresses the specific needs of each of our industries.
4. Supporting our industries to prepare for and thrive into the future.
5. Identifying, linking, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.
6. Assisting our industries to enhance their industry stewardship and build community and consumer confidence.

Emerging Industries

Grow the value and diversity of Australia’s rural economy by:

7. Driving the growth or development of emerging, high-potential rural industries.
8. Identifying new revenue streams.

Workforce and Leadership

Assist in the development of the agricultural workforce by:

9. Understanding and responding to the future workforce needs of Australia’s rural industries.
10. Attracting and retaining a workforce that will ensure Australia’s rural industries are future ready.
11. Supporting people in Australia’s rural industries to build their motivation and skills to lead change.
12. Responding to the specific workforce and leadership needs of our loved and emerging industries.

National Challenges and Opportunities

Future-proof Australian rural industries by:

13. Identifying, understanding, and responding to national challenges and opportunities impacting Australian rural industries.
14. Facilitating collaboration across sectors and organisations including other RDCs and AIA.
15. Fostering responsible industry stewardship and building community trust.

Global Innovation Networks

Engage with the global agrifood innovation system by:

16. Ensuring Australia is a leader in accessing and adopting, as well as, developing and exporting agrifood technologies and innovation.
Roadmap - Five focus areas

1. Our Industries

In partnership with each of our industries, we create value by:

1. Maximising the return on investment for your R&D levy.
2. Listening to, engaging, collaborating, and consulting with our industries.
3. Delivering research and innovation that addresses the specific needs of each of our industries.
4. Supporting our industries to prepare for and thrive into the future.
5. Identifying, assessing, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.
6. Assisting our industries to enhance their industry stewardship and build community and consumer confidence.

Our Industries

- Livestock
- Export Fodder
- Thoroughbred Horses
- Honey Bee and Pollination
- Rice
- Grapes
- Seafood
- Pasture Seeds
- Kangaroo (in order of industry GIPF size)

Working towards:

- Delivering real returns, fostering growth and driving innovative practices based on the specific needs of our levied industries.
- Focusing on creating highly competitive, resilient and sustainable producers and industries.
- Investments of levy and matching contributions to extend our industries capacity to adopt innovation and extract value from new and existing opportunities and markets.
- Responsible industry stewardship.

Success means:

- Levy payers are satisfied with the outcomes from their R&D levy and Commonwealth contributions and believe they can see real return from those investments.
- Effective RD&E plans are developed and implemented in partnership with each of our industries.
- At least five new technologies or innovations per annum relevant to our levied industries are achieved.
- The number of new technologies or innovations tested is achieved.
- At least five new technologies or innovations per annum relevant to our levied industries are achieved.

Striving for impact:

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Key Performance Indicators</th>
<th>Measure of Key Performance Indicators</th>
<th>Timing of Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Maximising the return on investment for your R&amp;D levy.</td>
<td>A benefit-cost ratio of 1:1.</td>
<td>Impact Assessments of investments in each of our 13 industry R&amp;D programs.</td>
</tr>
<tr>
<td>2</td>
<td>Listening to, engaging, collaborating, and consulting with our industries.</td>
<td>70% of our industry representative bodies and our panel members believe that AgriFutures engagement with our industries has been effective.</td>
<td>Survey of industry representative bodies and panel members.</td>
</tr>
<tr>
<td>3</td>
<td>Delivering research and innovation that addresses the specific needs of each of our industries.</td>
<td>80% of KRRs in each of the individual levied industries RD&amp;E plans are achieved.</td>
<td>Percentage of KRRs achieved.</td>
</tr>
<tr>
<td>4</td>
<td>Supporting our industries to prepare for and thrive into the future.</td>
<td>70% of our industry representative bodies and panel members feel that AgriFutures engagement with industry has supported them to prepare for the future.</td>
<td>Survey of industry representative bodies and panel members.</td>
</tr>
<tr>
<td>5</td>
<td>Identifying, assessing, and testing new technologies, practices, and innovations with the potential for our industries to uptake and adopt.</td>
<td>That at least five new technologies or innovations per annum relevant to our levied industries.</td>
<td>Annually.</td>
</tr>
<tr>
<td>6</td>
<td>Assisting our industries to enhance their industry stewardship and build community and consumer confidence.</td>
<td>70% of our industry representative bodies and panel members believe that AgriFutures has associated more with industry to build community and consumer confidence.</td>
<td>Survey of industry representative bodies and panel members.</td>
</tr>
</tbody>
</table>

*Measured by methodologies outlined in RD&E Indicators for impact report by Wellstreet. April 2021.*
2. Emerging industries

**Priorities**

- Growing the value and diversity of Australia’s rural economy by:
  1. Driving the growth or development of emerging, high-potential, rural industries.
  2. Identifying new revenue streams.

**Programs**

- Emerging Industries
- New enterprises

- Rural Industries

**Working towards:**

- Supporting the identification and growth of new high-potential rural industries and enterprises that generate revenue from food, fibre, and agriotech.

**Success means:**

- Identification and establishment of new food and fibre enterprises that complement and diversify the Australian agricultural portfolio.
- Securing additional farm-gate revenue through the development of new income streams that meet evolving national and international expectations for responsible land stewardship.

**Striving for impact:**

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<tr>
<td>7</td>
<td>Deliver five investments across a minimum of five emerging industries that enables them to address the highest priorities identified in their RDSE Plans.</td>
<td>Reporting on RDSE activities that address priorities for five emerging industries.</td>
<td>Over five years</td>
</tr>
<tr>
<td>8</td>
<td>Identify at least five new potential-revenue streams post-farm-gate or ecosystem-market opportunities that have the potential to return additional revenue streams.</td>
<td>Number of potential revenue streams identified.</td>
<td>Over five years</td>
</tr>
</tbody>
</table>
3 Workforce and Leadership

Priorities:
- Assist in the development of the agricultural workforce by:
  - Understanding and responding to the future workforce needs of Australia's rural industries.
  - Attracting and retaining a workforce that will ensure Australia's rural industries are future ready.
  - Supporting people in Australia's rural industries to build their motivation and skills to lead change.
  - Responding to the specific workforce and leadership needs of our valued and emerging industries.

Programs:
- AgriFutures Rural Women’s Award and Alumni
- AgriFutures Horizon Scholarship
- Future Workforce Needs Program
- Launched and emerging capacity building programs
- Ignite Network
- Australian Rural Leadership Program
- Nuffield Australia
- ABC Haywire
- Country to Canberra
- AgiCAREER START

We do this work for:
- Our Industries
- Rural Industries

Striving for impact:

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<tr>
<td>9</td>
<td>Understanding and responding to the future workforce needs of Australia's rural industries.</td>
<td>Deliver and extend to stakeholders the key findings of at least one study per annum that addresses national workforce needs.</td>
<td>Number of studies delivered and disseminated to stakeholders.</td>
</tr>
<tr>
<td>10</td>
<td>Attracting and retaining a workforce that will ensure Australia's rural industries are future ready.</td>
<td>80% of participants in AgriFutures leadership and capacity building programs feel equipped and confident to contribute to the future of Australia's rural industries.</td>
<td>Survey of participants.</td>
</tr>
<tr>
<td>11</td>
<td>Supporting people in Australia's rural industries to build their motivation and skills to lead change.</td>
<td>80% of participants in AgriFutures leadership and capacity building programs feel their motivation and skills to lead change have increased due to their participation.</td>
<td>Survey of participants.</td>
</tr>
<tr>
<td>12</td>
<td>Responding to the specific workforce and leadership needs of our valued and emerging industries.</td>
<td>80% of participants in valued and emerging industries capacity building programs feel they are better equipped to address workforce needs within their industry.</td>
<td>Survey of participants.</td>
</tr>
</tbody>
</table>

Working towards:
- Understanding and responding to the current and future needs of our workforce. Effective leadership is crucial to the ongoing success of Australia's rural industries.
- Identifying and developing talent to support and benefit Australia's rural industries.
- Making strategic cross-sector investments to help improve the infrastructure, capacity and resilience of the agricultural, workforce and leaders of Australia's rural industries.

Success means:
- Rural industries’ employers have access to the workforce required to meet their needs, now and into the future.
- Employees in Australian rural industries are confident that they now have the skills needed for a role in the Australian food and agriculture sectors, now and into the future.
- Participants in Australian rural industries are confident that they can implement responsive approaches to investment in technology and know-how that underpins industry growth.
- Australian rural industries have access to leaders with the capacity and capability that drive industry prosperity and long-term sustainability.
4 National Challenges and Opportunities

Working towards:
- Exploring, innovating, and collaborating to grow the prosperity of Australian agriculture.
- Identifying cross-sectoral and nationally significant opportunities and challenges.
- Identifying, testing and implementing innovative solutions and resources to inform new policies and practices.
- Collaboration across regional, national, and international public and private sectors to seek to understand and address current and future requirements for stewardship and community trust for our industries, their stakeholders, and consumers.

Success means:
- Lifted, emerging and rural industries identify and respond effectively and efficiently to national and global agricultural and food future trends.
- Collaborations are formed to progressively leverage resources, knowledge, technology and know-how that drive change across Australian rural industries.
- Australian rural industries value responsible industry stewardship and are recognised and rewarded for it.

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<tr>
<td>13</td>
<td>Identifying, understanding, and responding to national challenges and opportunities impacting Australian rural industries.</td>
<td>Deliver and extend to stakeholders the key findings of at least four studies per annum addressing national challenges and opportunities impacting Australian rural industries.</td>
<td>Number of studies delivered and disseminated to stakeholders.</td>
</tr>
<tr>
<td>14</td>
<td>Facilitating collaboration across sectors and organisations including other RDOs and AIA.</td>
<td>Deliver one Emerging National Rural Issues Forum per annum that results in five or more national collaborative projects or programs.</td>
<td>Number of collaborative projects and programs delivered.</td>
</tr>
<tr>
<td>15</td>
<td>Facilitating collaboration across sectors and organisations including other RDOs and AIA.</td>
<td>Deliver and extend to stakeholders the key findings of at least one study per annum addressing responsible industry stewardship and building community trust.</td>
<td>Number of studies delivered and disseminated to stakeholders.</td>
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</table>
5 Global Innovation Networks

**Working towards:**
- Establishing new and building on existing regional, national and global innovation partnerships to ensure Australia’s rural industries are leaders in accessing and adopting, as well as developing and exporting, world-leading innovation and technologies.
- Supporting the development of Australian agrifood technologies with the end-user front of mind, to help drive adoption and maximise value for producers, both locally and globally, with the shared vision to build long-term profitability, sustainability and resilience of the global food system.

**Success means:**
- Effective partnerships are identified and formed with local and global research and agrifood tech providers to access innovation, know-how and ready-made technological solutions.
- Supporting Australian developed solutions to commercialise and scale including internationally.
- Australian rural industries are confident that they can identify, trial and rapidly adopt technologies and/or innovations that positively impact their businesses.
- Leved, emerging and rural industries can grasp new opportunities that build industry competitiveness and resilience.
- Australian developed world-leading agrifood tech innovation and technologies can access know-how, networks and pathways that support commercialisation and scaling, including internationally.

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**Roadmap - Five focus areas (continued)**

**Engage with the global agrifood innovation system by:**
- Our Industries
- Rural Industries

<table>
<thead>
<tr>
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<tbody>
<tr>
<td></td>
<td>Agrifutures evolve³⁰⁴⁰</td>
</tr>
<tr>
<td></td>
<td>Agrifutures grow³⁰⁵⁰</td>
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<tr>
<td></td>
<td>Producer Technology Uptake Program</td>
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<td></td>
<td>Innovation Hub</td>
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<td>extensionAUS</td>
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<td>Global Challenge project</td>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Deliver three events, networks and/or platforms that support the positioning of Australia as a global leader in agrifood tech.</td>
<td>Annual</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of events, networks and/or platforms delivered.</td>
<td>Annual</td>
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</table>
AgriFutures Australia is the trading name for Rural Industries Research and Development Corporation (RIRDC).

Primary Industries Research and Development Act 1989 (Commonwealth Government of Australia) (the PIRD Act) and the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

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