

# **STRATEGIC PLAN 2018-2022 AND BEYOND**





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# INTRODUCTION

**Risks and opportunities abound for the red meat processing sector. Our purpose is to enable Australia to build the most sustainable red meat industry, and this Strategic Plan lays the foundation for us to do so.**  
**– Peter Noble, Chairman**

This document outlines our Strategic Plan for 2018-2022, and provides an explanation of the factors considered in developing the plan. While the plan presents the initiatives we plan to address over the next 5 years, we have taken a truly strategic approach by looking out to 2025 and beyond.

This plan is aligned with the Meat Industry Strategic Plan (MISP) 2020, which sets out the overarching priorities for the red meat industry. AMPC's identification of strategic initiatives also takes into account other key industry elements such as the Australian Government National Science and Research Priorities, as well as industry trends and strategic risks.

AMPC acknowledges the significant contribution of the Commonwealth in remitting levy funds for the advancement of the Australian red meat processing sector through RD&E and marketing activities.

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## **Our purpose**

Enable Australia to build the most sustainable red meat industry

## **Our mission**

To lead industry-level strategy, innovation and capability development for our members, stakeholders and communities

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## **Our vision**

To become a highly regarded, world-class provider of RD&E playing a vital role in influencing and growing the Australian red meat industry


## **Our values**

- Collaboration
- Innovation
- Creativity
- Challenge the status quo
- Continuous improvement

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## **Our strategy**

1. Focuses on member needs
2. Diversifies funding sources
3. Develops collaborative networks and relationships with authoritative resources
4. Strategically invests in research, implementation of R&D and marketing initiatives by harnessing the world's best ideas and skills that deliver industry-wide benefits



# ABOUT AMPC

AMPC is the declared processor research and development and marketing donor company for the Australian red meat industry.



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# ABOUT AMPC

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## Strategic Plan 2018-2022

As part of the funding agreement between the Commonwealth and AMPC, we are required to maintain and review a three- to five-year Strategic Plan. The plan provides a medium- and long-term view of the steps required to ensure the long-term sustainability of the red meat processing sector and the broader industry. Six strategic themes clearly define the investments needed to allow AMPC to help achieve these goals.

The plan was developed in consultation with AMPC members, levy payers, the Commonwealth, peak industry councils and other stakeholders.

## Our activities

AMPC administers statutory levies on behalf of 105 processing members operating 135 meat processing establishments – in total representing 97% of Australia's red meat processing capacity.

We seek to develop useful strategies, identify innovations and build the capability of our members, stakeholders and their communities. We do so by:

- Focusing on members' needs
- Diversifying funding sources
- Building collaborative networks and relationships
- Strategic investment in research and marketing initiatives and harnessing the world's best ideas and skills.

## Collaboration

AMPC engages with many key industry stakeholders to ensure that levies are effectively invested in RD&E and marketing projects of value to the industry. To ensure that the RD&E priorities of processing members are considered, we work closely with the Australian Meat Industry Council (AMIC) (the peak industry council) and the advisory body Red Meat Advisory Council (RMAC). In addition, we engage with Australian Government agencies, such as the Department of Agriculture and Water Resources, to ensure effective alignment and delivery of industry and government priorities.

To deliver our programs, we engage with a diverse group of RD&E providers from both the public and private sectors that provide expertise and perform scientific studies driven by our consultation process. Collaborating organisations include universities, R&D corporations, research institutes, the Commonwealth Scientific and Industrial Research Organisation (CSIRO), and Cooperative Research Centres as well as other industry providers in Australia and overseas. We will continue to develop strategic partnerships and alliances with other organisations that have complementary capabilities.

Extension activities are critical to the effective uptake of RD&E investments in the industry, which is why we continue to work with the Meat Industry Training and Advisory Council (MINTRAC) to ensure processors embrace RD&E and other AMPC-funded work.

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## THE ROLE OF AMPC

The Australian Meat Processor Corporation (AMPC) is the rural research and development corporation for the red meat processing industry in Australia. Our mandate is to provide research, development, extension and marketing services that improve the productivity, profitability and sustainability of the industry. Red meat processor levies are strategically invested in programs that deliver a range of benefits for the industry and the broader Australian community.



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# OUR ACTIVITIES

AMPC's RD&E and Marketing activities are divided into three programs which are driven by our Strategic Plan and consultation with our stakeholders.

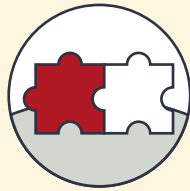
**The Core Program is supported by an industry-wide consultation process aimed at identifying and delivering innovative outcomes.**

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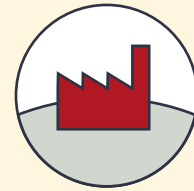
## The Core Program

The Core Program, divided into five sub-programs, addresses key issues facing processors in terms of productivity, profitability, sustainability, integrity and capability. It is supported by a robust industry-wide consultation process aimed at identifying and delivering innovative outcomes. Funding comes from processor levies and matched government funding (where applicable).



## The Joint Program

The Joint Program delivers supply chain improvements that support food safety, data integrity, eating quality and increased demand for red meat domestically and internationally. The program is collaboratively funded by AMPC and Meat & Livestock Australia (MLA), using both processor and producer levies, as well as matching government funds for eligible activities.

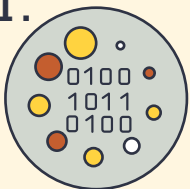


## The Plant Initiated Projects (PIP) Program

The Plant Initiated Projects (PIP) Program enables processors to identify and undertake RD&E projects that generate whole-of-industry benefits by trialling and adopting new technologies at operating plants. These efforts are supported by private investment in industry RD&E as well as matching government funds for eligible activities.

## AMPC sub-programs

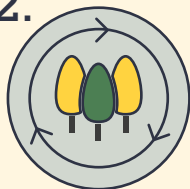
1.



### Processing Technologies

Improve process efficiency, reduce production costs and facilitate improved value capture through the use of technology throughout the red meat processing value chain

2.



### Environment & Sustainability

Improve industry sustainability through environmental, economic and social outcomes

3.



### Processing Hygiene, Quality & Meat Science

Increase the standards of food safety, product integrity and eating quality, while delivering new insights into effective process interventions for the industry and broader community

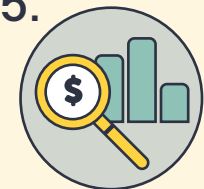
4.



### Capability, Extension & Education

Translate and communicate AMPC's RD&E activities to stakeholders, including key training initiatives at both research and vocational levels

5.



### Industry Improvement & Economic Analysis

Understand the economic impacts and levers for the industry through economic modelling, statistical analysis, benchmarking and networked information flows.



# A MESSAGE FROM OUR CHAIRMAN



**We have taken a long-term view of what challenges and opportunities will arise for our industry into the future, and how we can best position the organisation to deliver value to our stakeholders.**

Our strategy planning commenced in 2016 when we commissioned research to identify megatrends and analyse what an effective industry might look like beyond 2025. We then collaborated with professional services organisation EY, whose desk-based research of the Australian and international red meat industries was supplemented by a comprehensive stakeholder survey. Together we drew up a strategy document that clarified our purpose, vision and mission; examined the industry risks and how these were interconnected, as well as how they were impacted by the megatrends we had highlighted; and identified six key themes to deliver on our strategy.

These six themes form the foundation of our strategic plan – and each has specific objectives. Firstly, we want to shape the future of the red meat industry by ensuring each stage of its value chain is sustainable. To do this we believe that AMPC must establish itself as an industry leader in research and development and marketing. We must also play a role in restructuring the industry so there is better coordination between partners, more informed decision-making, and increased transparency in the procurement process.

Secondly, we want to unlock markets, nationally and internationally. If Australia's red meat industry is to capitalise on the opportunities that improved market access and reduced trade barriers for red meat exports bring, we must ensure our responses to these opportunities are targeted, effective and make the most of our competitive advantages. To this end, too, AMPC will encourage closer industry collaboration, conduct research into new distribution and sales channels and explore ways in which the industry can access new markets.

The third theme is to protect and promote the industry. We can achieve this in a variety of ways. Establishing sustainable levels of production, increasing processors' capabilities and skills, and providing AMIC with relevant information to support successful policy development on their behalf with government and stakeholders. We must also improve the industry's social licence to operate, promote red meat consumption and, importantly, communicate more effectively the significant contribution the industry makes to Australia's social fabric and economy.



Fourth, we want to build enduring industry relationships. We aim to do this by establishing an 'open innovation network' that identifies commercial opportunities that improve the industry's competitive position. For AMPC to effectively implement its Strategic Plan 2018-2022, we will need to work collaboratively with all our stakeholders to this end. By establishing strong industry relationships, we will be better positioned to drive collaboration and information sharing that can, in turn, be used to improve our research and development portfolio.

The fifth theme is to diversify funding sources. By diversifying our income streams such that thirty percent of our annual funding comes from bodies other than government, we will be better positioned to control, sustain and enhance our research, development and extension services (RD&E). Moreover, if we can commercialise the intellectual property that our projects develop, AMPC, its research partners and the industry as a whole will reap significant benefits.

Finally, we need to strengthen our internal capabilities to enable us to become a world-class RD&E organisation. With many industry bodies and commercial organisations providing RD&E to the red meat industry, we have identified the need to strengthen and improve our own RD&E activities and outcomes. Doing so will contribute to better efficiency in our RD&E efforts and help to ensure our research delivers real commercial opportunities.

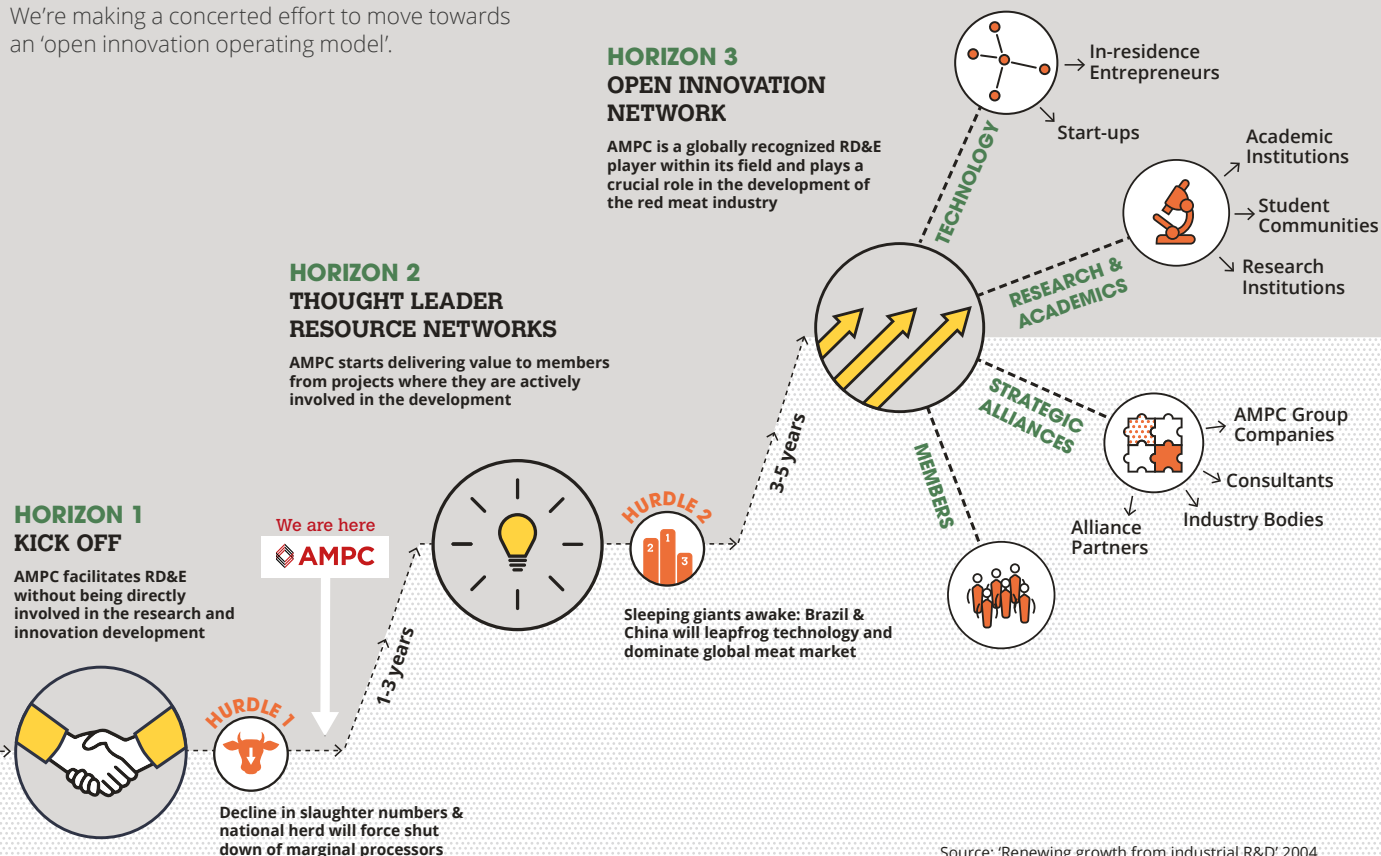
I commend this report to you and invite you to take a closer look at the details of each of these strategic themes. We look forward to your engagement and involvement in our plan. Only by working together can we sustain and grow our industry to its full potential.

**Peter Noble, Chairman**



## AMPC TOMORROW - OUR PLANS FOR THE FUTURE

We're making a concerted effort to move towards an 'open innovation operating model'.



Source: 'Renewing growth from industrial R&D' 2004



# DEVELOPING OUR STRATEGY

In developing this plan, we considered the highly complex industry operating environment, drew on relevant themes from the Meat Industry Strategic Plan 2020, and cemented our direction for AMPC.



# OPERATING ENVIRONMENT

Our Strategic Plan 2018-2022 is based on an assessment of these factors to better understand the future outlook of the industry and ways to more effectively respond to the associated challenges and opportunities the industry is likely to face. While the following section provides a snapshot of the key trends and risks facing the industry, a full analysis of the external factors (Strategic risks report: *Strategic Risks Facing the Australian Red Meat Industry* and industry sustainability report: *A Feast of Ideas*) can be found on our website.

## STRONG EMERGING MARKET GROWTH AND SIMPLER ACCESS TO MARKET

Over the coming years, the intensity of competition in the international red meat industry is predicted to increase with newly negotiated free and bi-lateral trade agreements between nations. India and South American countries are likely to become increasingly significant, with Australia competing at a cost disadvantage.

## INCREASED REGULATORY COMPLEXITY

As an industry that is highly fragmented both vertically and horizontally, Australia's red meat sector is poorly placed to respond to an increasingly uncertain regulatory environment where changes can occur rapidly. By focusing on proactive engagement, it will be best positioned to influence regulators.

## RISING EXPORT DEPENDENCE

In light of the declining per capita consumption of red meat in domestic markets, the Australian red meat industry is primarily driven by exports, with three-quarters of Australian beef and veal production being sent abroad each year. In the context of increased competition, efforts to protect and promote the industry nationally and internationally will remain key levers for product differentiation.

## CONSUMER AWARENESS AND FOCUS ON FOOD SAFETY AND QUALITY

Consumers and customers are paying more and more attention to where their food comes from and the story behind it. Food provenance and integrity systems have become buzzwords in the meat market where Australia still benefits from its long-standing reputation as a leader in red meat integrity and quality.

## CLIMATE CHANGE AND AN INCREASINGLY CHALLENGED RESOURCES ENVIRONMENT

In light of changing weather patterns, extreme weather events, declining resources and higher requirements for reduction of greenhouse gas emissions, economic viability is no longer the sole criterion for business performance. Agriculture and food businesses including processors will be required to demonstrate and provide evidence of their sustainability credentials.

## HIGHER GLOBAL STANDARDS AND NEED FOR SOCIAL LICENCE TO OPERATE

The increasing scrutiny based on the environmental consequences, healthy diets and animal welfare issues of the red meat industry will continue to decrease consumption and lead to more regulatory restrictions. Consumers now expect greater transparency and processors will be required to maintain a high level of social licence to operate.

## DIGITAL TRANSFORMATION

New communication tools offer many opportunities for the industry. They will allow AMPC to help processors and their value chain partners share information and adopt new practices and technologies.

## CHANGING CONSUMPTION PATTERNS

In developed countries such as Australia, the consumption of red meat will continue to decline. Consumption patterns are changing and consumers are turning to alternative sources of protein and substitutes that are cheaper, less resources-intensive and more animal-friendly.

## CHANGES IN THE WAY WE WORK AND NEED FOR SUPPLY CHAIN INTEGRATION

As our industry responds to climate variability and changing regulations, production costs will continue to rise. To match global technological advancement, capture scale economies, maintain profits and respond to potential regulatory changes, we must rapidly move towards a completely integrated and collaborative value chain where industry alignment, capability transfer, information sharing and fast adoption of new automation and measurement technologies are the priorities.

# STRATEGIC DIRECTION

The Strategic Plan 2018-2022 takes a long-term view of the steps required to ensure the sustainability of the red meat processing sector and the broader industry.

AMPC's strategy clearly sets out its purpose and role within the industry, and guides the organisation in all of its actions.

 <b>1 PURPOSE</b> Enable Australia to build the most sustainable red meat industry	 <b>2 WE ARE</b> Innovators and industry-wide collaborators delivering value to Australian meat manufacturing
 <b>3 WE VALUE</b> <ul style="list-style-type: none"> <li>• Openness to collaboration, innovation and change</li> <li>• Continuous improvement</li> <li>• Long-term planning</li> <li>• Industry pride</li> <li>• Moving forward</li> </ul>	 <b>4 WE AIM</b> To make stakeholders feel engaged, informed, respected, valued, partnered and empowered
 <b>5 OUR STRATEGY</b> Focuses on the needs of our members to deliver sustainable industry-wide benefits.	 <b>6 OUR FOCUS AREAS</b> <ul style="list-style-type: none"> <li>• Manufacturing capabilities and efficiencies</li> <li>• Increasing market access and value</li> <li>• Industry sustainability</li> </ul>
 <b>7 OUR OUTPUT</b> Research, development, extension and marketing services that improve the productivity, profitability and sustainability of the industry	 <b>8 OUR OUTCOME</b> Creating a strong, positive, trusted and influential presence for Australian red meat manufacturing

## RD&E consultation framework

The AMPC consultation framework aims to identify, prioritise and develop strategic research initiatives in a balanced research portfolio. It seeks to help develop ideas generated by our annual member survey, with the aim of identifying and prioritising the most important needs of processors.

We integrate input from our members into the Portfolio Development Process (PDP), which involves industry consultative committees, known as program advisory committees, which provide strategic and technical input on priorities for investment within the five core programs. AMPC also partners with research providers to consider the latest developments in science and technology, to guide and support the development of projects.

## The evaluation process

The Annual Operating Plan (AOP) will 'operationalise' AMPC's Strategic Plan 2018-2022. At the end of each financial year, we will compile an annual report to assess the year's investments in RD&E and marketing activities.

## Links between AMPC's RD&E programs and the MISP 2020 Plan and Industry Risks and Trends

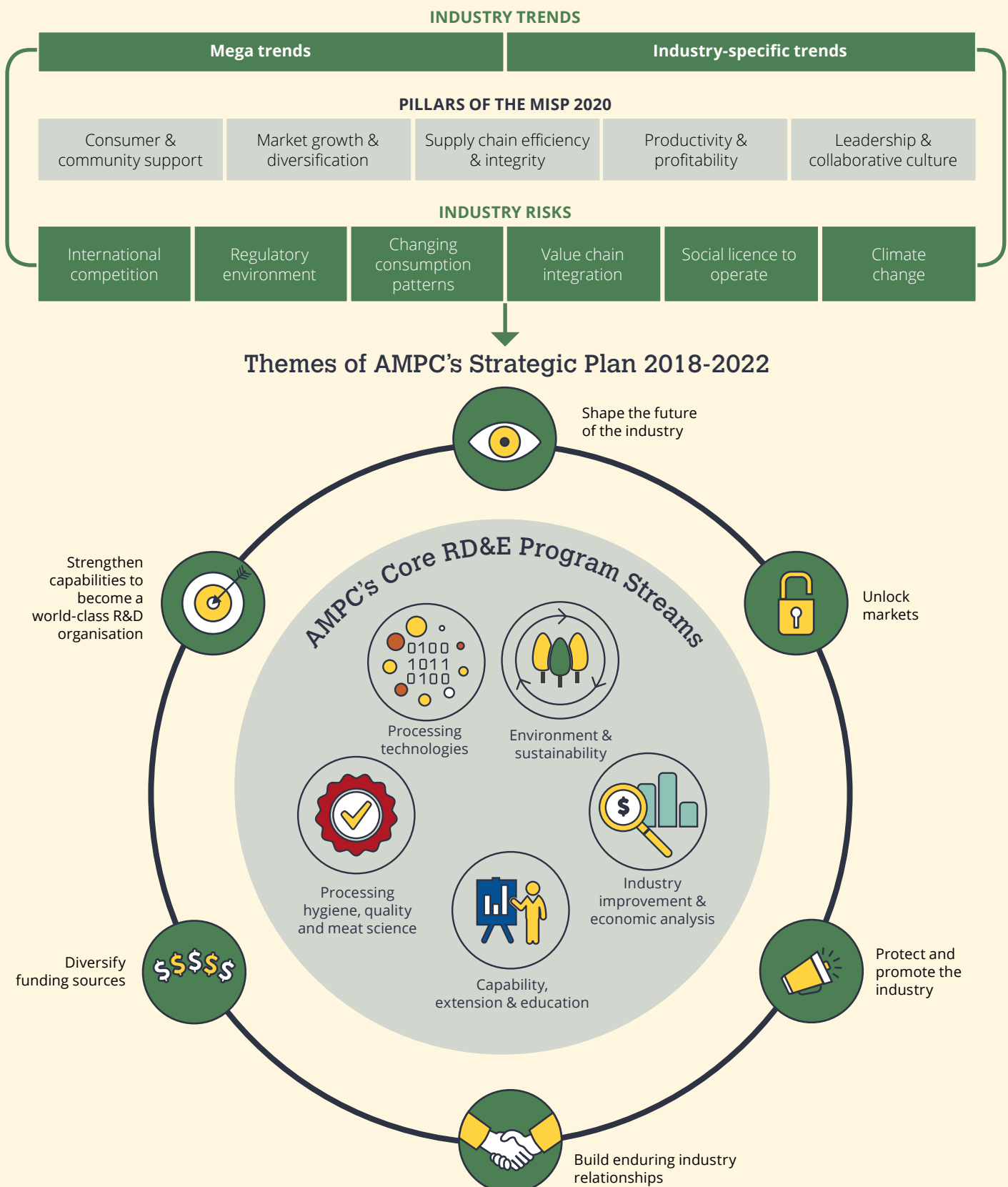
Our RD&E projects are aligned with our Strategic Plan 2018-2022 that sets out six strategic imperatives. These serve as terms of reference for our RD&E activities and, in turn, align with the Red Meat Advisory Council's MISP 2020 plan.

The MISP 2020 takes a broader perspective, defining overarching priorities for Australia's red meat and livestock industry. These relate to the production and processing of beef, mutton and goat meat as well as live exports.

Both the MISP 2020 and AMPC's Strategic Plan 2018-2022 take into account industry trends and risks.



# AN INDUSTRY-DRIVEN STRATEGY





# STRATEGIC PLAN 2018-2022

Our Strategic Plan consists of 22 initiatives across six themes, each with specified outputs and timelines that will culminate in effective value delivery to our stakeholders.



# STRATEGIC INITIATIVES

Six strategic themes form the foundation of AMPC's Strategic Plan 2018-2022. Each theme has specific objectives and intended outcomes aiming at positioning AMPC to deliver on its purpose.

Across these themes, a total of 22 targeted initiatives have been identified as key priorities to be delivered by 2022. The details of each are further illustrated in subsequent sections of the document.

## Themes

					
<b>SHAPE THE FUTURE OF THE INDUSTRY</b>	<b>UNLOCK MARKETS</b>	<b>PROTECT AND PROMOTE THE INDUSTRY</b>	<b>BUILD ENDURING INDUSTRY RELATIONSHIPS</b>	<b>DIVERSIFY FUNDING SOURCES</b>	<b>STRENGTHEN CAPABILITIES TO BECOME A WORLD-CLASS R&amp;D ORGANISATION</b>

## Objectives

Ensure the sustainability of each stage of the value chain across the industry.	Reverse and grow international per-capita consumption while achieving a sustainable position in high-value, high-growth markets.	Establish sustainable levels of production and increase the capability and skill set of processors and the broader industry.	Establish sustainable levels of production and increase the capability and skill set of processors and the broader industry.	30% of AMPC's annual funding is achieved from alternative funding sources.	AMPC is internationally recognised for breakthrough RD&E with commercial implications supporting a more sustainable global red meat industry.
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## Outcomes

<ul style="list-style-type: none"> <li>A streamlined red meat industry with reduced bureaucracy and more efficient governance processes.</li> <li>In-depth understanding of the red meat value chain and establishment of a red meat information database.</li> <li>Accessible best practice RD&amp;E to improve productivity at all stages of the value chain.</li> </ul>	<ul style="list-style-type: none"> <li>Understand and exercise requirements for sustainable competition.</li> <li>AMPC will have a strong presence in relevant material trade delegations to push the industry towards a sustainable position internationally.</li> <li>Reduce non-tariff trade barriers through concentrated and coordinated industry actions.</li> </ul>	<ul style="list-style-type: none"> <li>Improve community sentiment towards red meat consumption and the benefits it brings to a healthy lifestyle.</li> <li>Improve long-term growth of the industry via cost reduction across the red meat value chain driven by productivity focused RD&amp;E.</li> <li>RD&amp;E solutions to further improve the integrity of the red meat value chain in human health and nutrition, animal welfare and food safety.</li> <li>Focus enhancement on environmental priorities and how to act upon them.</li> <li>Increase awareness of the benefits associated with red meat consumption.</li> <li>Improve community awareness of the red meat industry.</li> </ul>	<ul style="list-style-type: none"> <li>Political and governmental relationships aligned with AMPC's Strategic Plan 2018-2022.</li> <li>Close and collaborative relationships with world-class RD&amp;E services providers.</li> <li>AMPC obtains industry-wide reputation as an R&amp;D information supplier of choice.</li> </ul>	<ul style="list-style-type: none"> <li>Provide AMPC with adequate and consistent funding to implement RD&amp;E programs.</li> <li>Identify new funding sources outside of traditional sources of government and industry participants.</li> </ul>	<ul style="list-style-type: none"> <li>Transition to new innovation-focused operating model fully in line with AMPC's Strategic Plan 2018-2022.</li> <li>Obtain internal capabilities and culture necessary to transform into a world-class RD&amp;E provider.</li> <li>Empowerment to select portfolio investments based on reliable and accurate information.</li> <li>A foundation of high standard policies and procedures.</li> <li>Fit-for-purpose IT landscape that allows for data mining and provides member access.</li> </ul>
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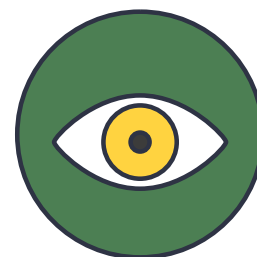


## THEME 1:

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# SHAPE THE FUTURE OF THE INDUSTRY

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### Objective

**Ensure the sustainability of each stage of the value chain across the red meat industry.**

### Description

To build a sustainable future for the Australian red meat industry, AMPC must establish itself as an industry leader in terms of RD&E, thought leadership and marketing. This theme has been developed to ensure AMPC plays an important role in contributing to re-shaping the industry's structure, and better positioning itself in the international market. AMPC will proactively drive industry change by supporting an optimised industry structure that enables better coordination between industry partners and informed decision making. This theme's objective is supported by three initiatives that focus on the red meat value chain and an effective use of industry bodies that support it. Further, it seeks to improve the procurement process through increased transparency and making best practice RD&E widely accessible along the value chain.



## Initiatives and linkages to MISP 2020 priorities

1. Optimise the red meat industry structure	2. Streamline procurement	3. Establish and share industry best practices
Due to the lack of formal and informal integration along the value chain, AMPC seeks to streamline governance processes and improve overall industry efficiency. This initiative aims to untangle the 'spaghetti bowl' structure, improve accountability and decision making and will help the industry focus on achieving a sustainable future.	There is a current lack of information-sharing along the value chain. AMPC will work towards greater information sharing to establish more trust between value chain participants, while improving productivity and agility to respond to the changing industry environment through enhanced collaboration and sharing of information.	The industry needs a single source of industry best practice knowledge that AMPC members and stakeholders can access to improve their commercial activities. As this is essential for the industry as a whole, AMPC seeks to establish a productivity improvement plan and best practice program.
	✓ Supply Chain Efficiency and Integrity 'Optimising product quality and cost efficiency' & 'Guaranteeing product and systems integrity'	✓ Supply Chain Efficiency and Integrity 'Optimising product quality and cost efficiency' & 'Guaranteeing product and systems integrity'
Outputs <sup>1</sup>		
<ul style="list-style-type: none"> <li>• Re-launch the AMPC brand as a newly reinvigorated organisation with a clear purpose and strategy. <i>Estimated completion date: 31 December 2017</i></li> <li>• Red meat industry structure map with other industry bodies <i>Estimated completion date: 31 December 2017</i></li> <li>• Industry optimisation plan with other industry bodies <i>Estimated completion date: 31 December 2017</i></li> <li>• Optimisation implementation plan with other industry bodies <i>Estimated completion date: 30 June 2018</i></li> <li>• Optimisation plan implementation <i>Estimated completion date: 31 December 2018</i></li> </ul>	<ul style="list-style-type: none"> <li>• Australian information database plan <i>Estimated completion date: 31 December 2017</i></li> <li>• Value chain analysis by AMPC and industry bodies <i>Estimated completion date: 30 June 2018</i></li> <li>• Australian information database implementation <i>Estimated completion date: 30 June 2019</i></li> <li>• Value chain implementation plan with government support <i>Estimated completion date: 31 December 2018</i></li> </ul>	<ul style="list-style-type: none"> <li>• Productivity improvement implementation plan <i>Estimated completion date: 30 June 2019</i></li> <li>• Industry best practice productivity program for processors <i>Estimated completion date: 31 December 2019</i></li> <li>• Develop an archive of leading industry knowledge <i>Estimated completion date: 30 June 2018</i></li> <li>• Publish archive of best practice knowledge within the industry <i>Estimated completion date: 31 December 2018</i></li> <li>• Support AMIC in providing a 'Single Voice' for the industry <i>Estimated completion date: 31 December 2018</i></li> <li>• Achieve wide scale adoption of best practice in the industry <i>Estimated completion date: 31 December 2021</i></li> </ul>
Outcomes		
A streamlined industry with efficient governance.	In-depth understanding of the red meat value chain and establishment of a red meat information data base.	Accessible best practise RD&E to improve productivity at all stages of the value chain.

<sup>1</sup> Outputs serve as key performance indicators to measure the progress in realising AMPC's strategic theme objectives.



## THEME 2:

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# UNLOCK MARKETS

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### Objective

**Reverse and grow international per-capita consumption while achieving a sustainable position in high-value, high-growth markets.**

### Description

As improved market access and reduced trade barriers for red meat exports open markets to more countries, Australia's red meat industry will need to capitalise on this opportunity through a targeted and effective response that leverages Australia's competitive advantages.

This theme's objective is supported by three initiatives that focus on improving market access, both internationally and nationally. To improve Australia's current international market access arrangements, AMPC will seek to influence the industry to better collaborate to help improve access to these markets. We will need to conduct research into the key distribution channels, as well as identify alternative sales channels and how the industry can access these new markets.



## Initiatives and linkages to MISP 2020 priorities

1. Improve value chain competitiveness	2. Increase market access	3. Reduce trade barriers
In view of Australia's increasing reliance on red meat exports, this initiative strives to increase collaboration with Australian exporters and have a coordinated approach to trade that identifies the requirements of Australian red meat in international and national markets. This will identify and assess high-value, high-growth markets for new products or services provided by the Australian industry.	In the past few years, significant improvements have been made with regard to FTAs. However, both the processing sector and wider red meat industry will benefit from better-coordinated negotiation of free trade or multilateral trade agreements. This requires greater industry collaboration to ensure agreements negotiated by the government are consistent with long-term industry requirements.	Non-tariff trade barriers, e.g. technical barriers to trade (TBTs), remain an important constraint in key export markets and a collaborative effort between the industry and government is required to reduce the number and severity of TBTs, enabling more profitable access to these markets.
✓ Market Growth and Diversification 'Efficiency and value in trade and market access'	✓ Market Growth and Diversification 'Marketing and promoting Australian red meat and livestock'	✓ Market Growth and Diversification 'Efficiency and value in trade and market access'
Outputs <sup>1</sup>		
<ul style="list-style-type: none"> <li>• Identification of high-growth, high-value internal target markets and segment according to demand attributes and buying practices <i>Estimated completion date: 31 December 2017</i></li> <li>• High-value, high-growth market plan and new product and service implementation <i>Estimated completion date: 30 June 2018</i></li> <li>• International brand campaign for premium markets <i>Estimated completion date: 30 June 2019</i></li> <li>• Implementation of a red meat export tracking tool <i>Estimated completion date: 30 June 2019</i></li> <li>• Government provided with consistent documentation and messaging to better support their trade strategy negotiations and activities <i>Estimated completion date: 30 June 2020</i></li> </ul>	<ul style="list-style-type: none"> <li>• Domestic demand, retail strategy and sales channels analysis <i>Estimated completion date: 30 June 2018</i></li> <li>• AMPC establishes a key role in relevant trade delegations <i>Estimated completion date: 30 June 2018</i></li> <li>• AMPC works to become preferred body for understanding and negotiating red meat issues within free trade and multi-lateral trade agreements <i>Estimated completion date: 31 December 2019</i></li> <li>• The industry has an integrated strategy to manage FTAs <i>Estimated completion date: 31 December 2019</i></li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in export compliance cost for the industry <i>Estimated completion date: 30 June 2020</i></li> <li>• Reduction in quantity of restricted red meat for export markets <i>Estimated completion date: 30 June 2021</i></li> </ul>
Outcomes		
Understand and exercise requirements for sustainable competition.	AMPC will have a strong presence in relevant material trade delegations to push the industry towards a sustainable position internationally.	Reduce non-tariff trade barriers through concentrated and coordinated industry actions.

1 Outputs serve as key performance indicators to measure the progress in realising AMPC's strategic theme objectives.



### THEME 3:

# PROTECT AND PROMOTE THE INDUSTRY



#### Objective

**Establish sustainable levels of production and increase the capability and skill set of processors and the broader industry.**

#### Description

Proactive and effective stakeholder and government policy development is required to improve the industry's social licence, promote red meat consumption and communicate that the industry is a sustainable, economic and social contributor to the Australian economy.

This theme's objective addresses the current trend of decreasing per-capita red meat consumption in developed markets and increasing community focus on environmental and welfare issues. AMPC will promote the industry, educate the community on the social and health impacts of red meat, and improve the productivity of the broader industry.



## Initiatives and linkages to MISP 2020 priorities

1. Effectively manage the reputation of the red meat industry	2. Improve productivity of members and the broader industry	3. Improve wellbeing of members, the broader industry and communities
To determine the key focus areas of RD&E from a community sustainability perspective, an understanding of the current community sentiment towards red meat consumption and its associated health impact is required. Additionally, understanding the difference in urban consumer perceptions compared to regional perceptions is necessary.	Due to an increasing reliance on export markets by the red meat industry, coupled with the relatively higher production costs of Australian red meat, there is a need to improve overall industry sustainability through targeted key processing cost reduction RD&E as well as focus on increasing processor capabilities and skills.	Consumer reaction to animal mistreatment is strengthening, and consumer responses to food safety incidents will potentially substantially impact red meat consumption. Therefore AMPC seeks to provide RD&E solutions that focus on the integrity of the red meat value chain and support their effectiveness, commercialisation and the development of strategic policy.
✓ Consumer and Community Support 'Red meat in a healthy diet'	✓ Supply Chain Efficiency and Integrity 'Optimising product quality and cost efficiency'  ✓ Productivity and Profitability 'Processing productivity'. This excludes farms, feedlots and live export productivity. AMPC's mandate is to provide RD&E and marketing services for the red meat processing sector.	✓ Consumer and Community Support 'Welfare of the animals within our care'
Outputs <sup>1</sup>		
<ul style="list-style-type: none"> <li>Plan and approval of national consumer red meat perception analysis <i>Estimated completion date: 1 September 2018</i></li> <li>AMPC national marketing plan <i>Estimated completion date: 31 December 2019</i></li> <li>AMPC omni-channel media campaign <i>Estimated completion date: 31 December 2019</i></li> <li>Role of red meat in society plan <i>Estimated completion date: 31 May 2020</i></li> </ul>	<ul style="list-style-type: none"> <li>R&amp;D productivity research plan <i>Estimated completion date: 31 December 2017</i></li> <li>Collaborative structures for industry research bodies to better collaborate, share, and align their productivity research in place <i>Estimated completion date: 30 June 2018</i></li> <li>Productivity enhancing R&amp;D commercialised and made available to industry participants <i>Estimated completion date: 30 June 2019</i></li> </ul>	<ul style="list-style-type: none"> <li>Research plan to improve welfare and integrity <i>Estimated completion date: 31 December 2017</i></li> <li>Member and consumer welfare policy <i>Estimated completion date: 31 March 2020</i></li> <li>Results for productivity research plan available for use for marketing and education <i>Estimated completion date: 31 March 2020</i></li> </ul>
Outcomes		
Improve community sentiment towards red meat consumption and its contribution to a healthy lifestyle.	Improve long-term growth of the industry via cost reduction across the red meat value chain driven by productivity focused RD&E.	RD&E solutions to further improve the integrity of the red meat value chain in human health and nutrition, animal welfare and food safety.

<sup>1</sup> Outputs serve as key performance indicators to measure the progress in realising AMPC's strategic theme objectives.

## Initiatives and linkages to MISP 2020 priorities (continued)

4. Reduce environmental impact	5. Enhance food marketing and communications	6. Industry promotion
<p>Consumers' reduced consumption of red meat is partly driven by environmental considerations. Through RD&amp;E programs that reduce the environmental footprint of red meat production, AMPC will more effectively be able to promote the environment and economic sustainability of the industry.</p>	<p>The industry requires an increased awareness of the benefits of red meat consumption to ensure that it remains a staple in the diet of consumers. AMPC seeks to enhance red meat marketing and communications through the establishment of customer-focused platforms that support end-users to better understand the role of the red meat sector in Australian society, and the importance of red meat consumption in a healthy lifestyle.</p>	<p>To improve community support for the industry, AMPC will develop marketing plans to grow and improve community awareness of: the benefits of red meat consumption; the benefits of the industry through employment, investment and infrastructure; as well as the ongoing improvement of the industry's social and environmental impacts.</p>
<p>✓ Consumer and Community Support 'Stewardship of environmental resources'</p>	<p>✓ Consumer and Community Support 'Stewardship of environmental resources'</p>	<p>✓ Consumer and Community Support 'Red meat in a healthy diet'</p> <p>✓ Leadership and Collaborative Culture 'Promoting and protecting our industry'</p>
Outputs <sup>1</sup>		
<ul style="list-style-type: none"> <li>• Red meat environmental impact research plan <i>Estimated completion date: 31 December 2018</i></li> <li>• Results for environmental impact research plan available for marketing and education <i>Estimated completion date: 30 June 2020</i></li> </ul>	<ul style="list-style-type: none"> <li>• Active public engagement through digital platforms <i>Estimated completion date: 31 December 2018</i></li> <li>• Education and awareness marketing campaign <i>Estimated completion date: 31 August 2018</i></li> <li>• Implementation of marketing campaign through various channels <i>Estimated completion date: 31 December 2019</i></li> </ul>	<ul style="list-style-type: none"> <li>• Media and stakeholder map through industry collaboration <i>Estimated completion date: 31 March 2018</i></li> <li>• Implementation of industry marketing strategy <i>Estimated completion date: 30 May 2019</i></li> <li>• Identify appropriate platform for monitoring of the industry marketing strategy <i>Estimated completion date: 30 June 2019</i></li> </ul>
Outcomes		
<p>Focus enhancement on environmental priorities and how to act upon them.</p>	<p>Increase awareness of the benefits associated with red meat consumption.</p>	<p>Improve community awareness of the red meat industry.</p>

1 Outputs serve as key performance indicators to measure the progress in realising AMPC's strategic theme objectives.



#### THEME 4:

# BUILD ENDURING INDUSTRY RELATIONSHIPS



#### Objective

**Establish an Open Innovation Network that delivers commercial outcomes that substantially improve the competitive position of the industry.**

#### Description

For AMPC to effectively implement its Strategic Plan 2018-2022 it will need to work collaboratively with all industry stakeholders to enhance the overall sustainability of the Australian red meat industry. Moreover, by establishing enduring industry relationships, AMPC will be better positioned to drive greater future industry collaboration and information sharing that can be leveraged to improve the overall R&D portfolio it manages.



## Initiatives and linkages to MISP 2020 priorities

1. Strengthen government and policy market relationships	2. Grow network of leading service providers	3. Support successful development of all members
AMPC will enhance its government relationships to support AMIC in improved policy drafting and decision making at the federal and state level, and influence policy debates and discussions as they occur.	An assessment of the capabilities of world-class RD&E organisations is required, in order to enable AMPC to identify which RD&E organisations it should develop relationships with.	To ensure that AMPC develops its members to the fullest, we must ensure that members always have access to the latest valuable processing content focused on industry best practice, current and historical RD&E, and industry developments.
✓ Leadership and Collaborative Culture 'Building industry capability' & 'Promoting industry capability'	✓ Leadership and Collaborative Culture 'Building industry capability'	✓ Leadership and Collaborative Culture 'Building industry capability'
Outputs <sup>1</sup>		
<ul style="list-style-type: none"> <li>Brief key Government members on AMPC's Strategic Plan 2018-2022 and strategic risk assessment of the red meat industry <i>Completed: 31 January 2017</i></li> <li>Develop a state and federal political and government stakeholder map, outlining key relationships that AMPC currently has at a Board and executive level and key relationships that need to be developed <i>Estimated completion date: 31 December 2017</i></li> <li>Develop communication plan based on political and government stakeholder map <i>Estimated completion date: 30 June 2018</i></li> <li>Well-managed, functional and strategic relationships across government bodies working within the red meat industry <i>Estimated completion date: 31 December 2018</i></li> </ul>	<ul style="list-style-type: none"> <li>Capability analysis of AMPC's R&amp;D providers <i>Estimated completion date: 31 December 2018</i></li> <li>Analysis of the Australian red meat industry RD&amp;E market needs <i>Estimated completion date: 30 June 2018</i></li> <li>Build close and collaborative relationships with the key national and international R&amp;D service providers that AMPC has identified as best matching market needs <i>Estimated completion date: 31 December 2019</i></li> <li>Integrating world-leading ideas and practices into AMPC RD&amp;E processes <i>Estimated completion date: 31 December 2020</i></li> </ul>	<ul style="list-style-type: none"> <li>Member communication plan that outlines how members will be communicated with, the cadence for the communications and key messages <i>Estimated completion date: 30 June 2018</i></li> <li>AMPC knowledge-sharing portal for members <i>Estimated completion date: 30 June 2019</i></li> <li>Realising the online portal and consistent member communications, AMPC will develop a reputation as a reliable supplier of red meat processing knowledge <i>Estimated completion date: 31 December 2019</i></li> </ul>
Outcomes		
Political and governmental relationships aligned with AMPC's Strategic Plan 2018-2022.	Close and collaborative relationships with world-class R&D services providers.	AMPC obtains industry-wide reputation as an R&D information supplier of choice.

<sup>1</sup> Outputs serve as key performance indicators to measure the progress in realising AMPC's strategic theme objectives.



## THEME 5:

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# DIVERSIFY FUNDING SOURCES

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### Objective

**30% of AMPC's annual funding comes from alternative funding sources.**

### Description

By diversifying funding sources, AMPC will be better positioned to control, sustain and enhance its RD&E within the industry. Moreover, by diversifying through the commercialisation of Intellectual Property (IP) developed by AMPC projects, we and our research partners will have a clearer focus on the role our RD&E plays – for commercial purposes, rather than pure academic research – and how it needs to be used to further the objectives of the industry and AMPC.

## Initiatives and linkages to MISP 2020 priorities

1. Control, sustain and enhance existing funding sources	2. Identify alternate sources of funds
The current variability in funding limits AMPC's ability to conduct consistent RD&E.	Historically, AMPC has not commercialised the IP it has developed. By changing our focus, it will be better positioned to improve its overall financial sustainability through future royalty revenue streams. Additionally, by becoming a recognised commercialisation body, we will become a more attractive partner for institutional R&D organisations and researchers.
	✓ Leadership and Collaborative Culture 'Building industry capability'
Outputs <sup>1</sup>	
<ul style="list-style-type: none"> <li>• Optimise IP ownership with view to benefit Australia's red meat processing industry in uptake of technology. <i>Estimated completion date: 30 June 2018</i></li> <li>• Co-investment plan with industry to provide R&amp;D and commercialisation of R&amp;D for the processor or service providers to processors industry <i>Estimated completion date: 31 December 2020</i></li> </ul>	<ul style="list-style-type: none"> <li>• Align with research partner and apply for the Commonwealth's Department of Agriculture and Water Resources Round 4 Rural Research and Development for Profit grant <i>Estimated completion date: 1 December 2017</i></li> <li>• Establish member outreach program for R&amp;D grants, regional and economic development grants and R&amp;D tax concessions <i>Estimated completion date: 30 June 2019</i></li> <li>• Identify and implement a new funding model that develops multiple alternate sources of revenue <i>Estimated completion date: 31 December 2020</i></li> <li>• Identify and commercialise existing and/or current research conducted by AMPC <i>Estimated completion date: 31 December 2021</i></li> <li>• Establish strategic partnerships with universities for R&amp;D and commercialisation <i>Estimated completion date: 30 June 2018</i></li> </ul>
Outcomes	
Provide AMPC with adequate and consistent funding to initiate RD&E programs.	Identify new funding sources in addition to the traditional government and industry participants.

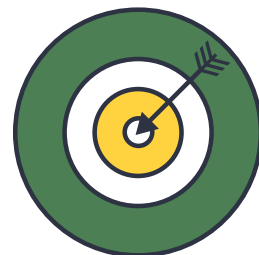
1 Outputs serve as key performance indicators to measure the progress in realising AMPC's strategic theme objectives.





## THEME 6:

# STRENGTHEN CAPABILITIES TO BECOME A WORLD-CLASS RD&E ORGANISATION



### Objective

**AMPC is internationally recognised for breakthrough RD&E with commercial implications resulting in a more sustainable international red meat industry.**

### Description

With multiple industry bodies and commercial organisations providing RD&E to the red meat industry, AMPC has identified the need to improve its RD&E activities and outcomes. By strengthening our internal capabilities, we will be able to support an RD&E program that facilitates improved collaboration, greater speed in conducting RD&E and enhanced commercialisation of the research.

## Initiatives and linkages to MISP 2020 priorities

1. Align operational structures to long-term strategic objectives	2. Grow network of leading service providers
To ensure that AMPC's development is in line with its Strategic Plan 2018-2022, we must transition our operating model and the associated processes, procedures, decision rights, accountabilities, and capabilities to fall in line with the long-term objectives of this Strategic Plan.	To grow AMPC's internal capabilities and culture necessary to transform into a world-class RD&E provider, we need to identify the skills we require. The initiative also seeks to reform AMPC's culture to better align with this Strategic Plan and our organisation's purpose.
	✓ Leadership and Collaborative Culture 'Building industry capability'
Outputs <sup>1</sup>	
<ul style="list-style-type: none"> <li>• Innovation strategy to be approved by the Board <i>Completed: 31 August 2016</i></li> <li>• Innovation-focused operating model consistent with AMPC's Strategic Plan 2018-2022 to be approved by the Board <i>Completed: 31 August 2016</i></li> <li>• New CEO hired <i>Completed: 28 February 2017</i></li> <li>• Transition from the current operating model to the innovation-focused operating model complete <i>Estimated completion date: 30 June 2018</i></li> <li>• RD&amp;E advisory board incorporated <i>Estimated completion date: 31 December 2017</i></li> <li>• Opportunity to establish an editorial RD&amp;E board with the purpose of reviewing and publishing RD&amp;E evaluated by AMPC <i>Estimated completion date: 30 June 2019</i></li> </ul>	<ul style="list-style-type: none"> <li>• Identify capability gaps within the organisation <i>Estimated completion date: 30 June 2017</i></li> <li>• Identify what capabilities to acquire, retain on consulting terms, and develop in-house <i>Estimated completion date: 30 June 2017</i></li> <li>• Internal capability plan <i>Estimated completion date: 30 June 2017</i></li> <li>• Implementation of program of culture change to become more professional, customer focused and outcome driven <i>Estimated completion date: 31 August 2017</i></li> <li>• Hire external capabilities <i>Estimated completion date: 31 August 2017</i></li> <li>• Publish a minimum of five research publications from AMPC research annually <i>Estimated completion date: 30 November 2018</i></li> <li>• Attain demand-driven partnerships with researchers as a result of AMPC's performance and reputation <i>Estimated completion date: 30 June 2018</i></li> <li>• Develop world-class industry people <i>Estimated completion date: 31 December 2019</i></li> </ul>
Outcomes	
Transition to new innovation-focused operating model fully in line with AMPC's Strategic Plan 2018-2022.	Obtain internal capabilities and culture necessary to transform into a world-class RD&E provider.

<sup>1</sup> Outputs serve as key performance indicators to measure the progress in realising AMPC's strategic theme objectives.

## Initiatives and linkages to MISP 2020 priorities (continued)

3. Support successful development of all members	4. Raise the standard of policies and procedures	5. Enable effective IT solutions to support service delivery
<p>The capability for AMPC to make investments based on reliable and accurate information is crucial to the development and sustainability of our portfolio. Further development of performance management methodology is therefore a priority to oversee future projects.</p>	<p>It is crucial for AMPC to have a high standard in policies and procedures in order to become a highly regarded RD&amp;E organisation. There is a requirement for transparency and consistency in reporting, communications and assessment that needs to be incorporated into daily routine in our RD&amp;E activities.</p>	<p>To empower AMPC's decision making capabilities there is a need for a clearly defined data management and governance strategy. Further, data management processes and systems allowing for value adding services such as predictive data analysis should be accessible by AMPC partners, and support us in commercialising our R&amp;D activities.</p>
Outputs <sup>1</sup>		
<ul style="list-style-type: none"> <li>• Performance management strategy defining the portfolio development process <i>Estimated completion date: 30 June 2018</i></li> <li>• Investment management strategy informing AMPC of ROI and benefits obtainable within specific areas <i>Estimated completion date: 30 June 2018</i></li> <li>• Project evaluation tool linked with AMPC's Strategic Plan 2018-2022 and enables measurement of performance through KPIs <i>Estimated completion date: 31 December 2017</i></li> <li>• Historic project performance evaluation <i>Estimated completion date: 31 December 2018</i></li> </ul>	<ul style="list-style-type: none"> <li>• Ensure compliance with the statutory funding agreement <i>Completed 30 June 2017</i></li> <li>• Have adequate policies and procedures for a research organisation of AMPC's target aspirations <i>Estimated completion date: 31 December 2017</i></li> </ul>	<ul style="list-style-type: none"> <li>• Map of current IT infrastructure and identification of potential gaps <i>Estimated completion date: 30 September 2016</i></li> <li>• Evaluation of IT/ERP systems performance and match as a central records system <i>Estimated completion date: 30 September 2016</i></li> <li>• Development of data governance management system <i>Estimated completion date: 31 December 2017</i></li> </ul>
Outcomes		
<p>Empowerment to select portfolio investments on reliable and accurate information.</p>	<p>A foundation of high-standard policies and procedures.</p>	<p>Fit-for-purpose IT landscape that allows for data mining and provides member access.</p>

<sup>1</sup> Outputs serve as key performance indicators to measure the progress in realising AMPC's strategic theme objectives.



# TRANSFORMATION ROADMAP

The following is a high-level implementation roadmap of the 22 strategic initiatives developed to enable AMPC to deliver on its purpose.

THEME	INITIATIVE	2016		2017	
		Q3	Q4	Q1	Q2
SHAPE THE FUTURE OF THE INDUSTRY	1: Optimised industry structure				
	2: Streamlined procurement				
	3: Industry best practices				
UNLOCK MARKETS	1: Improve value chain competitiveness				
	2: Increase market access				
	3: Reduce trade barriers				
PROTECT AND PROMOTE THE INDUSTRY	1: Effectively manage the reputation of the red meat industry				
	2: Improve productivity of members and the broader red meat industry				
	3: Improve wellbeing of members, the broader red meat industry and communities				
	4: Reduce environment impact				
	5: Enhance food marketing and communications				
	6: Industry promotion				
BUILD ENDURING INDUSTRY RELATIONSHIPS	1: Strengthen government and policy market relationships				
	2: Grow network of leading service providers				
	3: Support successful development of all members				
DIVERSIFY FUNDING SOURCES	1: Control, sustain and enhance existing funding				
	2: Identify alternate sources of funds				
STRENGTHEN CAPABILITIES TO BECOME A WORLD-CLASS R&D ORGANISATION	1: Align operational structures to long-term strategic objectives				
	2: Grow AMPC's capabilities and culture				
	3: Enhance performance management				
	4: Raise the standard of policies and procedures				
	5: Enable effective IT solutions to support service delivery				

Evaluation Framework

AMPC is dedicated to monitoring, evaluating, and reporting on the progression of each strategic theme on a consistent basis. This not only allows AMPC to report on the performance of the Strategic Plan 2018-2022, but also ensures transparency and timeliness. To execute on this, AMPC has built an evaluation framework that can be found on our website, along with progression updates.

17		2018				2019				2020				2021				2022			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4



# ALIGNMENT WITH INDUSTRY AND GOVERNMENT PRIORITIES

Our strategic initiatives are strongly influenced by the priorities of the industry and the Australian government.

## **Rural RD&E priorities**

the Australian government has developed a set of rural RD&E priorities consistent with the National Science and Research Priorities focusing on rural investment areas with a high need for funding.

## **ADVANCED TECHNOLOGY**

Enhance innovation of products, processes and practices across the food and fibre supply chains through technologies such as robotics, digitisation, big data, genetics and precision agriculture.

## **BIOSECURITY**

Improve understanding and evidence of pest and disease pathways to help direct biosecurity resources, minimising biosecurity threats and improving market access for primary producers.

## **SOIL, WATER AND NATURAL RESOURCES**

Manage soil health, improve water use efficiency and certainty of supply, sustainably develop new production areas and improve resilience to climate events and impacts.

## **ADOPTION OF RD&E**

Focus on flexible delivery of extension services that meet primary producers' needs and recognise the growing role of private service delivery.

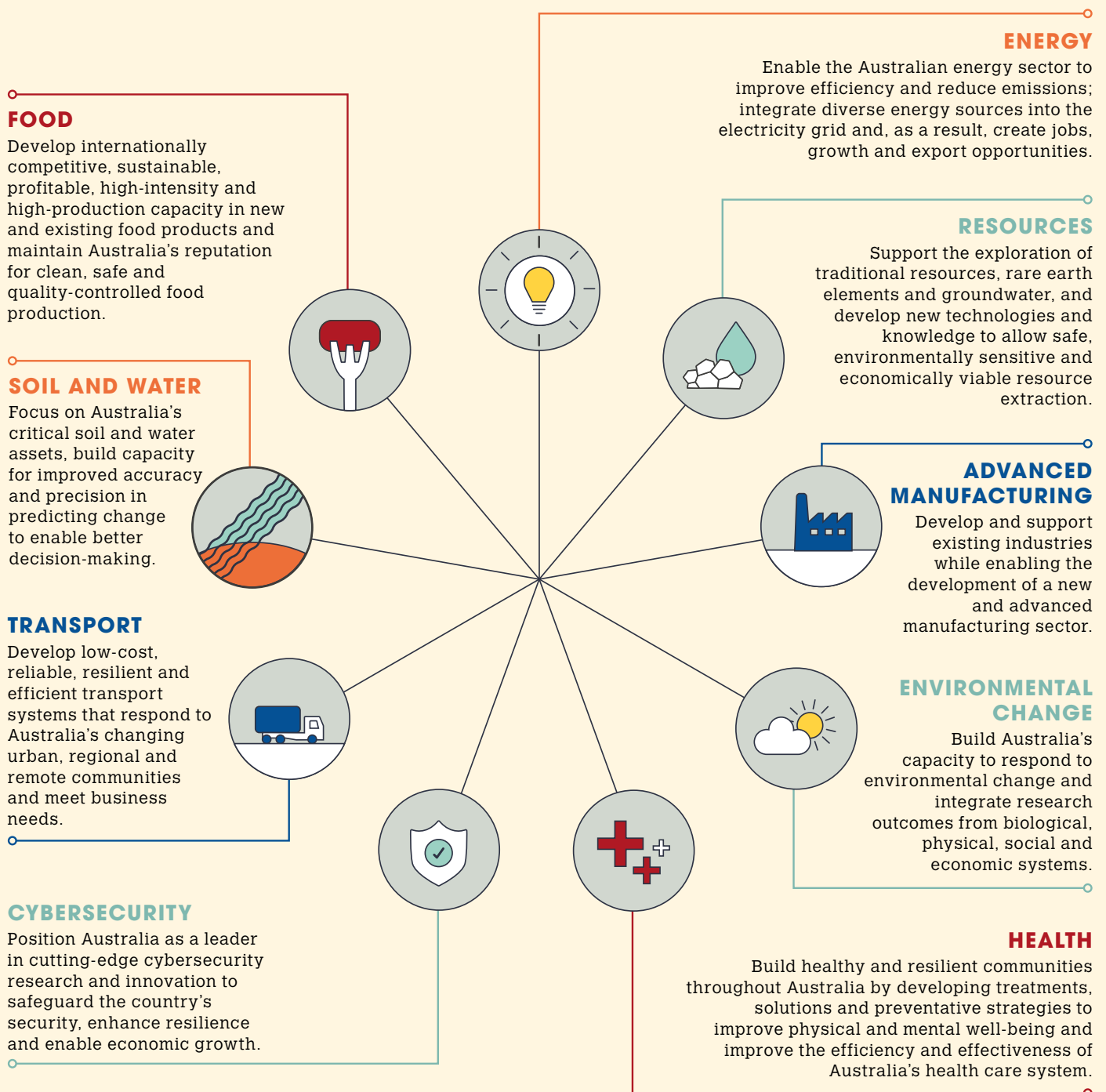


# AUSTRALIAN GOVERNMENT'S RESEARCH AND DEVELOPMENT PRIORITIES

## National science and research priorities




In May 2015, the Australian government announced a set of science and research priorities designed to increase investments in areas of immediate and critical importance to the nation. The priorities are neither exclusive nor exhaustive. AMPC strives to align its RD&E portfolio with the research priorities by sharing objectives and aiming for corresponding outcomes. The objective for each priority is described next.

Nine priorities devoted to science and research have been developed.



# ALIGNMENT WITH GOVERNMENT & THE INDUSTRY'S PRIORITIES





AMPC's Strategic Plan 2018-2022 is closely aligned with the Australian government's R&D priorities and the Red Meat Advisory Council (RMAC) priorities to 2020. The alignment of our strategic themes to the government's Science and Research Priorities, and the Rural RD&E Priorities, as well as MISP 2020, are illustrated in the table below.

AMPC Strategic Plan 2018-2022		Australian Government		RMAC
Themes	Initiatives	National Science and Research Priorities	Rural RD&E Priorities	MISP 2020 Pillars
<b>Shape the Future of the Industry</b> 	Optimise the red meat industry structure	• Food	• Adaptation of R&D	
	Streamline procurement	• Food • Soil and water • Transport • Energy	• Advanced technology • Soil, water and managing natural resources • Adaptation of R&D	• Supply Chain Efficiency and Integrity
	Establish and share industry best practices	• Food • Advanced manufacturing • Cybersecurity	• Advanced technology • Biosecurity • Soil, water and managing natural resources • Adaptation of R&D	• Supply Chain Efficiency and Integrity
<b>Unlock Markets</b> 	Improve value chain competitiveness	• Food • Transport • Advanced manufacturing	• Advanced technology • Biosecurity • Adaptation of R&D	• Market Growth and Diversification
	Increase market access	• Food	• Adaptation of R&D	• Market Growth and Diversification
	Reduce trade barriers	• Food	• Adaptation of R&D	• Market Growth and Diversification
<b>Protect and Promote the Industry</b> 	Effectively manage the reputation of the red meat industry	• Food • Soil and water • Energy	• Advanced technology • Biosecurity • Soil, water and managing natural resources • Adaptation of R&D	• Consumer and Community Support
	Improve productivity of members and the broader red meat industry	• Food • Transport • Advanced manufacturing	• Advanced technology • Adaptation of R&D	• Supply Chain Efficiency and Integrity
	Improve wellbeing of members, the broader red meat industry and communities	• Food • Transport • Health	• Adaptation of R&D	• Consumer and Community Support

## AMPC Strategic Plan 2018-2022

## Australian Government

## RMAC

Themes	Initiatives	National Science and Research Priorities	Rural RD&E Priorities	MISP 2020 Pillars
<b>Protect and Promote the Industry (continued)</b> 	Reduce environmental impact	<ul style="list-style-type: none"> <li>• Food</li> <li>• Soil and water</li> <li>• Transport</li> <li>• Energy</li> <li>• Environmental change</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced technology</li> <li>• Soil, water and managing natural resources</li> <li>• Adaptation of R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer and Community Support</li> </ul>
	Enhance food marketing and communications	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer and Community Support</li> </ul>
	Promote the red meat industry	<ul style="list-style-type: none"> <li>• Food</li> <li>• Soil and water</li> <li>• Health</li> </ul>	<ul style="list-style-type: none"> <li>• Soil, water and managing natural resources</li> <li>• Adaptation of R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer and Community Support</li> <li>• Leadership and Collaborative Culture</li> </ul>
<b>Build Enduring Industry Relationships</b> 	Strengthen government and policy market relationships	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Collaborative Culture</li> </ul>
	Grow network of leading service providers	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced technology</li> <li>• Adaptation of R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Collaborative Culture</li> </ul>
	Support successful development of all members	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced technology</li> <li>• Biosecurity</li> <li>• Adaptation of R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Collaborative Culture</li> </ul>
<b>Diversify Funding Sources</b> 	Control, sustain and enhance existing funding sources	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	
	Identify alternate sources of funds	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Collaborative Culture</li> </ul>
<b>Strengthen Capabilities to Become a World-Class R&amp;D Organisation</b> 	Align operational structures to long-term strategic objectives	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	
	Grow AMPC's capabilities and culture	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership and Collaborative Culture</li> </ul>
	Enhance AMPC's performance management	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	
	Raise the standard of policies and procedures	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	
	Enable effective IT solutions to support service delivery	<ul style="list-style-type: none"> <li>• Food</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptation of R&amp;D</li> </ul>	





# FIVE-YEAR BUDGET FINANCIALS

We have used forecast slaughter data from both ABARES and MLA's Market Information team to prepare a long-term levy forecast.

## INCOME

We have used forecast slaughter data from both ABARES and MLA's Market Information team to prepare a long-term levy forecast, which steadily rises from circa \$17M in FY17, to \$19.7M by FY22. In addition, our five-year plan reflects a gradual increase in non-government sourced income, reaching a peak of 30% by 2022. This initiative is outlined earlier in the Strategic Plan.

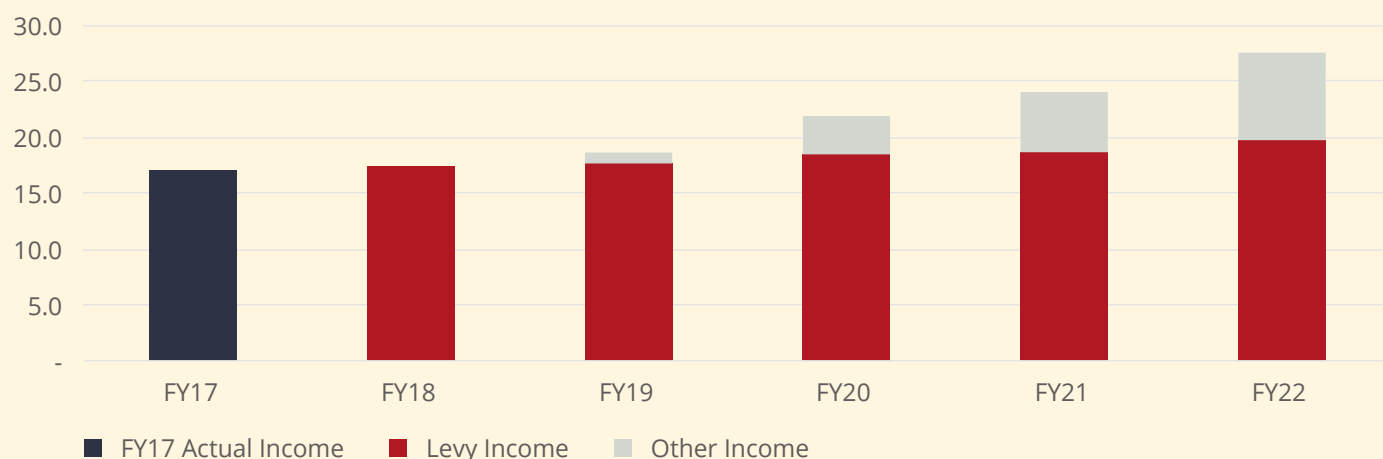
## EXPENDITURE

AMPC invests Core, Joint, and Plant Initiated Project (PIP) activities, as well as making an annual contribution to the operation of AUS-MEAT. Our Annual Operating Plan for each financial year outlines the allocation of available funds to activities to be undertaken.

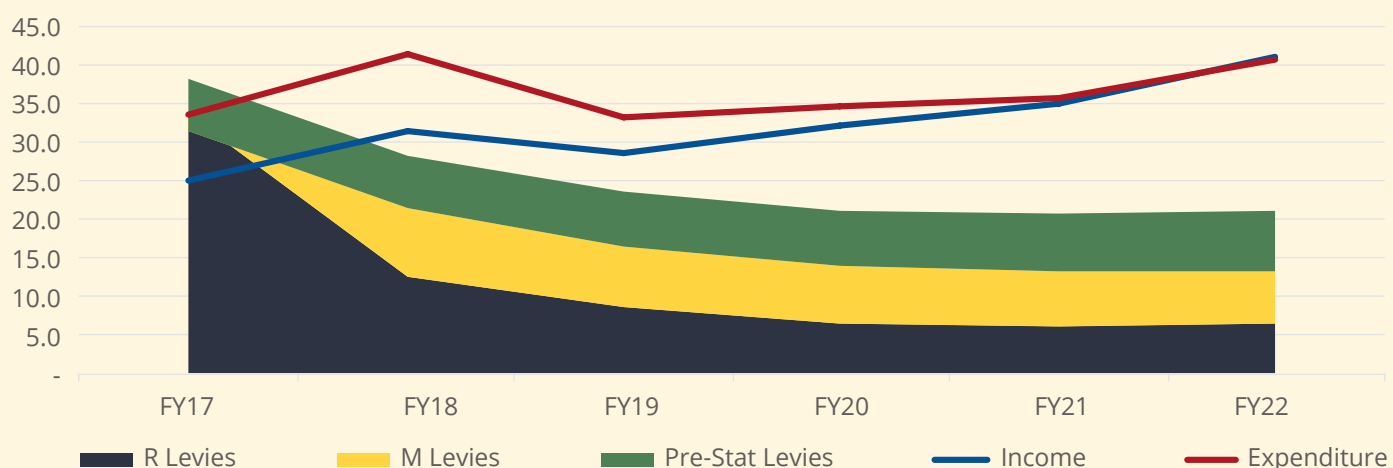
## LEVY RESERVES

AMPC reached a peak levy reserves balance in FY16 of \$46.8M, and has taken a strategic approach to normalising the reserves balance through a balanced portfolio of projects of various budgets and duration. From January 2017 to June 2018 AMPC's allocation of levy funds between Research and Development and Marketing funds has been altered to a 0:100 split in order to address an imbalance between Research and Development and Marketing reserves balances. It is anticipated that the levy split will return to the usual 64:36 split from FY19 onwards.

### 30% Non-Government Sourced Income by 2022



### Planned Income, Expenditure and Levy Reserves Balance



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