



Annual Operational Plan 2020-2021

Research and innovation
for rural prosperity

 **AgriFutures[®]**
Australia

Please note that the financial data contained in this Annual Operational Plan is accurate as at the date of publication. However it may differ from the financial data contained in the 2020-2021 Portfolio Budget Statements which will not be published until October 2020 due to delays associated with the COVID 19 pandemic.

AgriFutures Australia
Annual Operational Plan 2020-21
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Our vision

To grow the long term prosperity of Australian rural industries

1

People and Leadership

Goal
To support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences.

Priorities
Attracting capable people into careers in agriculture.
Building the capability of future rural leaders.

2

National Challenges and Opportunities

Goal
To identify and nurture research and innovation opportunities that are synergistic across rural industries.

Priorities
Informing debate on issues of importance to rural industries.
Adapting new technologies for use across rural industries.
Working collaboratively on issues common across rural industries.

3

Growing Profitability

Goal
To enhance the profitability and sustainability of our levied rural industries. Regional communities and the broader Australian economy depend on profitable farms.

Priorities
Engaging industry participants in determining RD&E priorities.
Investing in innovation that assists levied industries to be more profitable.
Delivering outcomes to maximise industry uptake and adoption.

4

Emerging Industries

Goal
To support new and emerging rural industries.

Priorities
Supporting the early stage establishment of high potential rural industries.

Outcome

Rural industries are equipped with skilled people and the leadership to grow and prosper.

Challenges and opportunities that are common across rural industries are identified and addressed.

Industry participants are confident that their levy investment is delivering value.

High-potential emerging rural industries established.

Approach

1

Listening and influencing

2

Delivering results

3

Partnerships and collaborations

4

Performance culture

5

Efficient business practices

Values

Connected / Positive / Real / Future-thinking
Innovative / Quality / Approachable / Networked / Confident
Professional / Commercially savvy

Purpose

Through research and development, increase knowledge and understanding that fosters innovation, adaptive and valuable rural industries.

Purpose of this document

1

This AgriFutures Australia Annual Operational Plan presents the organisation's planned research and development (R&D) investments and corporate expenditure in 2020-21.

Responsible Ministers

2

The Hon. David Littleproud MP Minister for Agriculture, Drought and Emergency Management and Senator the Hon. Jonathon Duniham Assistant Minister for Forestry and Fisheries and Assistant Minister to the Minister for Agriculture.

Enabling legislation

3

AgriFutures Australia's enabling legislation is the Primary Industries Research and Development Act 1989 (Commonwealth Government of Australia) (the PIRD Act).

Outcome

4

Increased knowledge that fosters sustainable, productive and profitable new and existing rural industries and furthers understanding of national rural issues through research and development in government-industry partnership.

Message from the Managing Director

AgriFutures Australia has a clear vision to grow the long-term prosperity of Australian agriculture to create thriving rural industries and vibrant regional communities. Our objective is to remain focused on our core tasks of research, development and extension (RD&E) to help our rural industries thrive and prosper.

Our world has changed forever as a result of COVID-19. More than ever the importance of agriculture and food security is front of mind for everyone, and the need to innovate is paramount as we all work together to revive the economy.

Diversity is our great strength and this is seen in the way we add value, connections and the way we partner with our farmers, our rural industries, and our research partners to innovate. Through events like evoke^{AG}, these connections are increasingly global.

Innovation takes many forms. Development of traceability in the Australian tea tree oil industry will continue. One of the biggest challenges for this industry is adulteration of the product, the fraudulent dilution of 100% pure tea tree oil with other products. AgriFutures Australia's funded research with Geora and the Australian Tea Tree Industry Association will provide traceability along the full length of the supply chain from farm gate to consumer product. This project will be based upon a blockchain type technology and we'll be working with growers to ensure the uptake of this technology.

In our largest industry, Chicken Meat, we will continue to fund research into chicken welfare. For example, one project applies imaging technology with artificial intelligence to measure subtle patterns in bird behaviours. This research is the first of its kind in Australia.

In the Pasture Seeds industry, innovative design modifications to a clover seed harvester is the first step in bringing subterranean clover and annual medic harvesting methods into the 21st century. AgriFutures Australia's funded research brings together diverse teams with a range of academic disciplines to develop this new harvesting approach.

Our Emerging Industries will continue to lead research into new and exciting rural industries. This year we will continue investment in various industries such as: sesame, coffee, industrial hemp and native foods. Our commitment to the Industrial Hemp industry will see the further development of a business case to implement a national variety trial program. More broadly, AgriFutures Australia will partner with many industry representatives to assist in formalising research, development and extension plans that will focus on increasing production capacities and build value across Emerging Industries supply chains.

We also invest in the people who work in our Levied Industries with the new Levied Industry Capacity Building Program, launched in 2019. It provides a range of opportunities: from the Australian Institute Company of Directors (AICD) courses, mentoring and other specific activities developed in consultation with our farmers.

Everything we do is driven by the AgriFutures Australia Strategic R&D Plan, our roadmap. This Annual Operational Plan profiles our priorities, programs and activities for the coming year. They represent our broad commitment in delivering on the needs of our levied industries and the Australian Government.

I am privileged to work alongside so many amazing people, across a diverse range of industries and communities. Together we will continue to build thriving rural industries that contribute to the essential fabric of the broader Australian community.



Mr John Harvey
Managing Director
AgriFutures Australia

“Diversity is our great strength and this is seen in the way we add value, connections and the way we partner with our farmers, our rural industries, and our research partners to innovate.”

AgriFutures Australia's investment portfolio

RD&E programs as of 1 July 2020

Arenas	Outcome	Programs
<p>1</p> <p>People and Leadership</p>	Rural industries are equipped with skilled people and the leadership to grow and prosper.	Rural Women's Award Rural Women's Award Alumni Levied Industries Capacity Building Program Horizon Scholarship Ignite Network startup.business Country to Canberra NFF Diversity in Agriculture
<p>2</p> <p>National Challenges and Opportunities</p>	Challenges and opportunities that are common across rural industries are identified and addressed.	National Rural Issues: <ul style="list-style-type: none"> Emerging National Rural Issues Forum Cross industry sector collaborative research Rural R&D for Profit (secure pollination, honey bee genetics, weeds biocontrol, Q-fever) Australian Biomass for Bioenergy Assessment (ABBA) Biosecurity – animal and plant The Rural Safety & Health Alliance The Climate Research Strategy for Primary Industries Agrifood innovation: <ul style="list-style-type: none"> grow^{AG} evoke^{AG} Network evoke^{AG} 2022 Food Agility CRC Farmers2Founders Bridge Hub Transformational Industry Investment: <ul style="list-style-type: none"> Rural sector impact research Social, economic & environmental
<p>3</p> <p>Growing Profitability</p>	Industry participants are confident that their levy investment is delivering value.	Rice Chicken Meat Export Fodder Honey Bee & Pollination Thoroughbred Horses Ginger Tea Tree Oil Pasture Seeds Smaller levied industries: <ul style="list-style-type: none"> Goat fibre Buffalo Kangaroo Deer Ratite
<p>4</p> <p>Emerging Industries</p>	High potential emerging rural industries established.	New and emerging rural industries

A balanced research portfolio

AgriFutures Australia's investment in RD&E is driven by the needs of its stakeholders. To deliver against the strategic priorities, AgriFutures Australia is guided by two overarching factors:

- Strong stakeholder engagement
- Applying a life-cycle approach to target investment

AgriFutures Australia's investments integrate the triple bottom line objectives of economic, environmental and social responsibility. The majority of investment will be aligned with short-to-medium-term adaptive research outcomes and investment returns with the remainder contributing to long-term strategic research objectives.

AgriFutures Australia allocates its expenditure using a range of measures that ensure a balanced, financially responsible approach to its investment of both industry and core funds.

The life-cycle approach 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 Australia's project management system enables the portfolio of investments to be viewed through various perspectives including:

- Government research priorities
- Program objectives
- Project length
- Levels of risk, return and leverage



AgriFutures Australia allocates its expenditure using a range of measures that ensure a balanced, financially responsible approach to its investment of both industry and core funds.

Our arenas

Four distinct arenas define our Strategic R&D Plan and represent the organisation's broad commitments to deliver the priorities of the Australian Government, its stakeholders and its ultimate goal to create thriving rural industries and vibrant regional communities.

1 People and Leadership

Goal

To support the people driving the future prosperity of Australian rural industries and regional communities by providing them with learning opportunities and experiences.

To build prosperous and sustainable rural industries, we need rural leaders with the skills and knowledge to make informed decisions about the future of their enterprises and industries.

We believe that human capacity to drive improvements in competitiveness through the adoption of RD&E outcomes and innovation is just as important as the research itself.

While new technologies, systems, processes and business models are important, people are the critical element in ensuring the growth of Australian rural industries.

As such, AgriFutures Australia is committed to supporting rural people through the continued investment in leadership, capacity and skills development programs, like the Rural Women's Award, Horizon Scholarship and the Ignite Network.

Priorities

Attracting capable people into careers in agriculture.

Currently the supply of people into agricultural careers is not keeping up with the demand created by an ageing workforce. In fact, most categories of agricultural occupations are undersupplied and action is required now to ensure the future of the sector.

Additionally, with the explosion of new technologies emerging from digital disruption, agriculture also needs more highly skilled people with a diverse range of academic, technical and practical backgrounds.

Introducing agricultural careers pathways in schools is critical and agricultural careers need to be promoted as a successful and respectable career path, not just for students from a family farming background.

Rural industries need to reflect and promote innovation, diversity, forward-thinking and the positive lifestyle that agriculture and farming offers.

AgriFutures Australia will collaborate with the other RDCs, government departments, the private sector and not-for-profit organisations to highlight to young people the opportunities a career in agriculture has to offer through programs like Horizon Scholarship, startup.business and Country to Canberra.

Building the capability of future rural leaders.

Skilled leadership is one of the most crucial elements in the health and prosperity of any rural industry. But it is not always easy to have the right people assume leadership roles at the right time, nor those with leadership potential to step forward.

Future leaders and decision makers from across industry sectors need to be supported so they can share ideas, be motivated, engage in learning, capacity building, knowledge sharing and community building.

AgriFutures Australia has an ongoing commitment to developing the leadership and human capacity of rural industries and their communities, through programs such as the Levied Industries Capacity Building Program, Rural Women's Award and Alumni, Horizon Scholarship and the Ignite Network.

Outcome

Rural industries are equipped with skilled people and the leadership to grow and prosper.

**Investment budget for 2020-21
\$2,225,000**

Our arenas

2 National Challenges and Opportunities

Goal

To identify and nurture research and innovation opportunities that are synergistic across rural industries.

Australian rural industries are faced with challenges and opportunities that are both industry-specific and common across rural sectors. Beyond the commodity level, our rural industries require leadership to identify and respond to national rural issues and enhance shared benefits.

Unlike other RDCs that represent one or a few similar industries, AgriFutures Australia manages RD&E for a diverse portfolio of plant and animal industries. As such it is uniquely placed to assist Australian rural industries to prioritise and drive cross-sectoral RD&E.

AgriFutures Australia will broker partnerships, facilitate priority setting and provide advice to strengthen the national agricultural research and innovation effort.

It will also complement individual industry RD&E by investing in research of cross-sectoral value, in areas such as climate change, natural resource management, and safety and welfare.

Priorities

Activity 1: Informing debates on issues of importance to rural industries and Australia's food and agriculture sectors.

There are many complex opportunities and challenges confronting Australia's rural sector that require careful research and analysis before informed, meaningful policy can be developed and debated by industry and government.

This priority is about delivering research and analysis on contemporary, cross-cutting issues. Research investments under this Activity are designed to support the early identification and response to cross-industry opportunities and challenges as well as react quickly to information needs arising from changes in industry and government circumstances. The outputs will ultimately provide advice to strengthen the national agricultural research and innovation effort.

In 2020-21, upwards of 10-15 projects will be delivered on contemporary cross-industry issues. Examples of projects to be delivered include understanding the capital investment required to grow the sector; the scale and industry responses to product/food fraud; preparedness and response options for natural disaster management; and the opportunities for space technologies to enhance agricultural productivity. A large Horizon Scanning exercise will also be undertaken to understand those critical opportunities and challenges for the sector over a 10 to 15 year horizon.

Activity 2: Innovative agrifood technologies.

Emerging technologies are changing the way agricultural products are sourced, marketed and transported. Advances in genetics, sensory systems, the Internet of Things, device connectivity and remote sensing, automation, and food traceability will all disrupt the supply chain. Likewise, new synthetic food and fibre products will disrupt demand.

This priority is about collaborating with other RDCs, research partners, government and the private sector to realise the benefits these new technologies present.

Examples include:

grow^{AG} the global gateway to agrifood innovation created in Australia. It enables research and development corporations, other research organisations and inventors to list their current research projects, technologies and commercialisation-ready opportunities. **grow^{AG}** is designed to provide transparency of Australia's agricultural research, encourage collaboration, attract investment and find commercial partners from within Australia and around the world.

The **evoke^{AG} Network** connects the agrifood tech community across the region and around the world. The **evoke^{AG} Network** is farmers sharing their experiences, startups pitching their potential, scientists showcasing their discoveries, global business leaders sharing their insights, industry experts debating their options. Innovative news and views from around the world. The **evoke^{AG} Network** is collaborative thinking to change the future occurring in real time, building momentum for **evoke^{AG} 2022** in Perth.

evoke^{AG} 2022 is the region's premier agrifood tech event and will be held in Perth, Western Australia on 15-16 February 2022. Planning and implementation for this event has commenced.

Farmers2Founders is a program designed to support farmers, fishers and foresters to develop business ideas beyond the user of technology. Partnerships will help deliver enhanced knowledge and adoption of technology for the rural sector.

Activity 3: Transformative industry action.

Recent research has provoked discussion on a number of challenges and opportunities that are likely to shape the future of the agrifood sector in the coming decade. Critically, many of the issues identified are both industry-specific and common across rural sectors. AgriFutures Australia is uniquely placed to coordinate action on cross-industry issues and challenges. This Activity is a transition from providing underpinning advice in Activity 1, to deliver on-ground impact in Activity 3, by making program investments that will drive positive change for the agrifood sector.

This priority will identify a series of potential programs for investment that drive collective action at scale to transform industry within the remit of AgriFutures Australia and to encourage innovation, adaptation, and value for the sector. These annual programs of work will be guided by priority setting followed by the development of scaled investments that complement other activities and research being undertaken elsewhere in the Australian innovation system.

Outcome

Challenges and opportunities that are common across rural industries are identified and addressed.

Investment budget for 2020-21
\$16,341,000

Our arenas

3 Growing Profitability

Goal

To enhance the profitability and sustainability of our levied rural industries.

Regional communities and the broader Australian economy depend on profitable farms and industries. We know that there is a clear link between economic prosperity and our capacity for innovation and uptake of new technology. Rural industries that are well placed to adopt new ideas and use technology to create productivity benefits establish their competitive advantage and are structured for sustainable growth.

That's why AgriFutures Australia invests in RD&E that enhance the profitability and sustainability of agriculture.

AgriFutures Australia supports rural industries with an R&D levy that do not have an industry specific Research and Development Corporation.

Industries like the Australian rice industry which is a world leader in production, efficiency, water use efficiency and environmental management. Australian rice growers produce more rice per hectare than anywhere else in the world. Over the past 20 years the rice industry has drastically improved its water use efficiency using 50% less water than the global average per kilogram of rice produced.

We support the thoroughbred horse industry. The thoroughbred horse breeding industry is big business in Australia, with new analysis putting the annual economic impact at \$1.16 billion and 8,000 jobs. The Australian industry also punches well above its weight on the world stage, with 660 stud farms and more than 13,000 foals born each year, second only to the United States. The thoroughbred industry is a large

employer of people over 50 years of age and breeding alone sustains more than 3,000 jobs a year with 18,000 people involved in the breeding sector as participants, employees or volunteers.

We support the chicken meat industry with 90% of Australians eating chicken meat at least once a week and a third of us eating it three or more times a week. The industry has an approximate retail value of around \$6.6 billion.

AgriFutures Australia also supports farmers producing, export fodder, pasture seeds, honey bee and pollination, ginger, tea tree oil, kangaroos, buffalo, goat fibre and deer.

We will empower our levy-paying industry participants to shape RD&E priorities, encourage industry uptake of innovation, and support our rural industries to adapt to changing environments – at operational, market and regulatory levels.

Priorities

Engaging industry participants in determining RD&E priorities.

Our research is targeted at rapidly unearthing commercial solutions and significantly increasing the profitability of rural industries for rural people. To achieve this, we actively connect with our stakeholders and scan the horizon for emerging technologies and innovations to identify priorities and optimise the RD&E portfolio for their industries.

Investing in innovation that assists levied industries to be more profitable.

Each industry has an agreed RD&E Plan. Based on this Plan we identify RD&E investment opportunities. Industry panels advise AgriFutures Australia on the allocation of levied funds to individual projects.

Program requires ongoing management. In partnership with each industry panel, we intervene when projects are not delivering the outcomes anticipated and when priorities change.

The industry panels consist of industry stakeholders, scientific experts and AgriFutures Australia staff.

Delivering outcomes to maximise industry uptake and adoption.

AgriFutures Australia's investment is focussed on delivering practical actions that individual farmers can implement on their farms to improve the long-term profitability of their businesses. Our success depends on farmers innovating. Until a farmer does something different on their farm and sees a benefit, their return on investment is zero.

Commercial uptake of research findings is critical. Research findings are communicated to farmers through events like field days and workshops and through communication channels including e-newsletters, emails, social media and hardcopy publications.

Outcome

Industry participants are confident that their levy investment is delivering value.

Investment budget for 2020-21
\$11,172,000

Our arenas

4 Emerging Industries

Goal

To support new and emerging rural industries.

With global environmental and market trends impacting food consumption, Australian rural industries have an opportunity to identify new food types and to connect with and drive new and expanding markets.

As such, AgriFutures Australia is dedicated to identifying and supporting the development of new rural industries that can meet changing demand and make an economic contribution to Australia.

AgriFutures Australia will focus on identifying new industries with high potential. This will result in a strong alignment of research activities that address AgriFutures Australia's legislative requirements and the government's research priorities.

AgriFutures Australia will build partnerships with key stakeholders, including partners in the private sector, to support the development of these high potential emerging rural industries.

Priorities

Supporting the early stage establishment of high potential rural industries.

AgriFutures Australia will target high potential emerging rural industries by supporting rigorous feasibility assessments and identifying critical impediments that can be addressed through RD&E.

Outcome

High potential emerging rural industries established.

Investment budget for 2020-21
\$3,800,000



1

People and Leadership

Key Performance Indicators (KPIs) and investment highlights

KPIs

Planned activity to achieve KPIs

1	1,800 graduates per annum of an agriculture or agricultural science course at Australian universities.	<ul style="list-style-type: none"> Engage high school students in the AgriFutures startup.business Learning in Action program.
2	80% of our stakeholders feel their confidence as a leader has increased significantly or very significantly as a result of participation in an AgriFutures Australia People and Leadership program.	<ul style="list-style-type: none"> Deliver the 2020 AgriFutures Horizon Scholarship Program including an online workshop and the coordination of industry placements and networking opportunities. Survey all People and Leadership program participants to determine the value of the programs and to evaluate whether the needs of the participants (in relation to capacity-building) have been addressed.
3	Grow the AgriFutures Ignite Network to 2,000 members with a minimum of 70% participating as "active members".	<ul style="list-style-type: none"> Continue the promotion of the AgriFutures Ignite Network and identifying opportunities which will reach and engage new audiences.
4	Deliver one major capacity building program for AgriFutures Ignite Network members.	<ul style="list-style-type: none"> Identify the needs of the AgriFutures Ignite Network and identify the high-value program which will meet these needs (and future aspirations) of the Network.
5	Develop capacity building programs exclusively for AgriFutures levied industries that positively impacts 30 stakeholders from levied industries.	<ul style="list-style-type: none"> Deliver capacity building programs such as AICD, education, events, courses for stakeholders who are involved in AgriFutures levied industries.
6	80% of stakeholders feel their confidence as a leaders has increased significantly or very significantly as a result of participation in the capacity building programs for AgriFutures Australia levied industries.	<ul style="list-style-type: none"> Survey all AgriFutures levied industries capacity building program participants to determine the value of the programs and to evaluate whether the needs of the participants (in relation to capacity-building) have been addressed.
7	80% of AgriFutures Horizon Scholars secure employment in our rural industries or a related sector within six months of graduating.	<ul style="list-style-type: none"> Support AgriFutures Horizon Scholars through industry placement, conduct a capacity-building workshop and facilitate industry networking opportunities.

2

National Challenges and Opportunities

KPIs

Planned activity/activities to achieve KPIs

1	Inform debates of national significance to rural industries and Australia's food and agriculture sectors.	<ul style="list-style-type: none"> Engage Rural Research & Development Corporations in consultation to identify national collaborative projects. Develop and deliver 10 research projects that address issues of significance that positively affect more than one sector of Australian food and fibre industries.
2	Facilitate opportunities to drive progress in innovative agrifood technologies and to lift the prosperity of Australian agrifood industries.	<ul style="list-style-type: none"> Deliver collaboration opportunities for connection of people and business to share technologies that demonstrate benefit to Australian agrifood industries. Deliver one scanning project that identifies emerging technologies, opportunities and risks for the agrifood sector. Engage and evaluate three commercial agrifood partnerships supporting the adoption and uptake of agricultural technologies. Deliver three projects that address technology adoption and innovation uptake. Develop and launch the grow^{AG} platform. Grow and build on the evoke^{AG} Network.
3	Develop two cross-sector research programs with collaboration at scale that can be described as having high impact potential to the agricultural sector.	<ul style="list-style-type: none"> Deliver two large cross-sectoral research projects involving collaborating partners established through an environmental scan and focused on industry-wide benefit. Build partnerships with Rural Research and Development Corporations, commercial agribusiness and other partners, as appropriate, to partner in the delivery of the large cross-sectoral collaborations.

3

Growing Profitability

Key Performance Indicators (KPIs) and investment highlights

KPIs

Planned activity/activities to achieve KPIs

<p>1 85% of KPIs outlined in program specific RD&E five-year plans are met.</p>	<ul style="list-style-type: none"> Monitoring of the alignment of industry KPIs with industry priorities through consultation with the levied industry Advisory Panels and key industry stakeholders at least four times per year. Alignment of R&DE investment with industry priorities through consultation with levied industry Advisory Panels and key industry stakeholders at least four times per year.
<p>2 75% of stakeholders rate the value of AgriFutures Australia's information products and services as high or very high.</p>	<ul style="list-style-type: none"> Stakeholder satisfaction with information products measured through the AgriFutures Australia annual stakeholder survey. Continue ongoing engagement and support of industry extension programs to value add to existing industry communication channels.
<p>3 80% of growers are comfortable or very comfortable with paying the R&D levy.</p>	<ul style="list-style-type: none"> Grower comfort in paying the R&DE levy measured through the AgriFutures Australia annual stakeholder survey. Alignment of R&DE investment with industry priorities.
<p>4 80% key stakeholders rate the guidance and leadership for industry RD&E investment provided by AgriFutures Australia as high or very high.</p>	<ul style="list-style-type: none"> Key stakeholder satisfaction measured through Advisory Panel surveys and through the AgriFutures Australia annual stakeholder survey (new for 2020-21).
<p>5 80% of Advisory Panel members and research providers rate AgriFutures Australia management of the industry RD&E investments as high or very high.</p>	<ul style="list-style-type: none"> Research program R&DE expenditure is managed within 10% of the annual budget. Advisory Panel member and research provider satisfaction measured through Advisory panel surveys and AgriFutures Australia survey of research providers (new for 2020-21).
<p>6 80% of stakeholders are comfortable or very comfortable with level of engagement between AgriFutures Australia and the industry.</p>	<ul style="list-style-type: none"> Stakeholder comfort with the level of engagement measured through the AgriFutures Australia annual stakeholder survey. Host one annual Levied Industry Advisory Panel Chairs meeting. Host one annual key stakeholder forum. Continue ongoing engagement between our research program staff and industry through attendance of at least one key industry event, and at least one networking opportunity with key stakeholders within each levied industry, providing connection and adding value.

4

Emerging Industries

KPIs

Planned activity/activities to achieve KPIs

<p>1 Generate enhanced economic benefit by investing in research and development to support at least five new rural industries with potential to exceed \$10m per annum (GVP).</p>	<ul style="list-style-type: none"> Support RD&E as "early stage" investments for at least two industries with a Gross Value Production (GVP) less than \$2 million per annum. Support RD&E investments to progress the growth of industry capacity for at least six industries with a GVP between \$2 to 10 million per annum. Support RD&E investments for at least two industries that have a GVP greater than \$10 million per annum.
<p>2 Identify and prioritise at least five high growth emerging industries for investment.</p>	<ul style="list-style-type: none"> Develop strategic research investment plans to identify knowledge gaps and RD&E opportunities for a minimum of five emerging industries. Undertake an annual survey to measure and report on industry value and growth. Undertake future trend research bi-annually to identify at least five emerging industries with market potential.
<p>3 Partnerships and collaborations across five emerging industries to accelerate growth and foster capacity building opportunities.</p>	<ul style="list-style-type: none"> Support the creation of a minimum of five industry events to build industry networks and foster collaboration. Formalise two collaborative partnerships in emerging industries to extend the benefits of research investment and or capacity building. Support training and or professional development opportunities for industry stakeholders associated with high growth emerging industries.

A Appendix

Budget income and expenses for 2020-21

Budget income and expenses for 2020-21	2019-20 Estimated actual \$'000	2020-21 Budget \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000
Expenses					
Employee benefits	3,000	3,600	3,960	3,960	3,960
Supplier expenses	9,574	10,067	9,900	9,900	9,900
Grants	30,320	33,538	34,500	36,500	36,500
Depreciation and amortisation	252	415	503	590	657
Finance costs	3	1	11	7	4
Total expenses	43,149	47,621	48,874	50,957	51,021
Less: Own-source income					
Own-source revenue					
Industry contributions	8,748	10,086	8,933	8,667	8,499
Interest	600	875	750	645	525
Royalties	338	313	313	300	300
Other	3,255	2,290	1,799	2,012	2,196
Total own-source revenue	12,941	13,564	11,795	11,624	11,520
Total own-source income	12,941	13,564	11,795	11,624	11,520
Net cost of (contribution by) services	30,208	34,057	37,079	39,333	39,501
Revenue from Government ^(a) Commonwealth contribution	55,012	32,612	33,079	33,333	33,501
Total revenue from Government	55,012	32,612	33,079	33,333	33,501
Surplus/(deficit) attributable to the Australian Government	24,804	(1,445)	(4,000)	(6,000)	(6,000)
Total comprehensive income/(loss) attributable to the Australian Government	24,804	(1,445)	(4,000)	(6,000)	(6,000)

^(a) A matching one-off back payment of \$21.4m was received in 2019-20 due to changes in the methodology used for calculating the Commonwealth contribution to AgriFutures Australia in accordance with the PIRD Act 1989.

B Appendix

Research and Development expenditure estimates 2020-21 across the Strategic Science and Research Priorities

Science and Research Priorities	Arena 1 (\$'000)	Arena 2 (\$'000)	Arena 3 (\$'000)	Arena 4 (\$'000)	Total (\$'000)	Total (%)
1. Food						
1.1 Knowledge of global and domestic demand, supply chains and the identification of country specific preferences for food Australia can produce.	0	79	103	0	182	0.54%
1.2 Knowledge of the social, economic and other barriers to achieving access to healthy Australian foods.	450	2,590	0	0	3,040	9.06%
1.3 Enhanced food production.	160	13,073	10,218	3,800	27,251	81.27%
2. Soil and Water						
2.1 New and integrated national observing systems, technologies and modelling frameworks across the soil-atmosphere-water-marine systems.	0	0	0	0	0	0.00%
2.2 Better understanding of sustainable limits for productive use of soil, freshwater, river flows and water rights, terrestrial and marine ecosystems.	0	0	0	0	0	0.00%
2.3 Minimising damage to, and developing solutions for restoration and remediation of, soil, fresh and potable water, urban catchments and marine systems.	0	0	48	0	48	0.14%
3. Transport						
3.1 Low emission fuels and technologies for domestic and global markets.	0	0	0	0	0	0.00%
3.2 Improved logistics, modelling and regulation: urban design, autonomous vehicles, electrified transport, sensor technologies, real time data and spatial analysis.	0	0	0	0	0	0.00%
3.3 Effective pricing, operation, and resource allocation.	0	0	0	0	0	0.00%
4. Cybersecurity						
4.1 Highly-secure and resilient communications and data acquisition, storage, retention and analysis for government, defence, business, transport systems, emergency and health services.	0	0	0	0	0	0.00%

Please note that the financial data contained in this Annual Operational Plan is accurate as at the date of publication. However it may differ from the financial data contained in the 2020-2021 Portfolio Budget Statements which will not be published until October 2020 due to delays associated with the COVID 19 pandemic.

Science and Research Priorities	Arena 1 (\$'000)	Arena 2 (\$'000)	Arena 3 (\$'000)	Arena 4 (\$'000)	Total (\$'000)	Total (%)
4.2 Secure, trustworthy and fault-tolerant technologies for software applications, mobile devices, cloud computing and critical infrastructure.	0	0	0	0	0	0.00%
4.3 New technologies and approaches to support the nation's cybersecurity: discovery and understanding of vulnerabilities, threats and their impacts, enabling improved risk-based decision making, resilience and effective responses to cyber intrusions and attacks.	0	0	0	0	0	0.00%
4.4 Understanding the scale of the cyber security challenge for Australia, including the social factors informing individual, organisational, and national attitudes towards cyber security.	0	0	0	0	0	0.00%
5. Energy						
5.1 Low emission energy production from fossil fuels and other sources.	0	0	0	0	0	0.00%
5.2 New clean energy sources and storage technologies that are efficient, cost-effective and reliable.	0	0	0	0	0	0.00%
5.3 Australian electricity grids that can readily integrate and more efficiently transmit energy from all sources including low- and zero-carbon sources.	0	125	0	0	125	0.37%
6. Resources						
6.1 A fundamental understanding of the physical state of the Australian crust, its resource endowment and recovery.	0	0	0	0	0	0.00%
6.2 Knowledge of environmental issues associated with resource extraction.	0	0	0	0	0	0.00%
6.3 Lowering the risk to sedimentary basins and marine environments due to resource extraction.	0	0	0	0	0	0.00%
6.4 Technologies to optimise yield through effective and efficient resource extraction, processing and waste management.	0	0	0	0	0	0.00%

Science and Research Priorities	Arena 1 (\$'000)	Arena 2 (\$'000)	Arena 3 (\$'000)	Arena 4 (\$'000)	Total (\$'000)	Total (%)
7. Advanced manufacturing						
7.1 Knowledge of Australia's comparative advantages, constraints and capacity to meet current and emerging global and domestic demand.	0	0	419	0	419	1.25%
7.2 Cross-cutting technologies that will de-risk, scale up, and add value to Australian manufactured products.	0	0	384	0	384	1.14%
7.3 Specialised, high value-add areas such as high-performance materials, composites, alloys and polymers.	0	0	0	0	0	0.00%
8. Environmental Change						
8.1 Improved accuracy and precision in predicting and measuring the impact of environmental changes caused by climate and local factors.	0	0	0	0	0	0.00%
8.2 Resilient urban, rural and regional infrastructure.	0	0	0	0	0	0.00%
8.3 Options for responding and adapting to the impacts of environmental change on biological systems, urban and rural communities and industry.	1,615	270	0	0	1,885	5.62%
9. Health						
9.1 Better models of health care and services that improve outcomes, reduce disparities for disadvantaged and vulnerable groups, increase efficiency and provide greater value for a given expenditure.	0	204	0	0	204	0.61%
9.2 Improved prediction, identification, tracking, prevention and management of emerging local and regional health threats.	0	0	0	0	0	0.00%
9.3 Better health outcomes for Indigenous people, with strategies for both urban and regional communities.	0	0	0	0	0	0.00%
9.4 Effective technologies for individuals to manage their own health care, for example, using mobile apps, remote monitoring and online access to therapies.	0	0	0	0	0	0.00%
Total	2,225	16,341	11,172	3,800	33,538	100.00%

C Appendix

Research and Development expenditure estimates 2020-21 across the Rural Research and Development Priorities

Rural Research and Development Priorities	Arena 1 (\$'000)	Arena 2 (\$'000)	Arena 3 (\$'000)	Arena 4 (\$'000)	Total (\$'000)
1. Advanced Technology	620	5,116	3,179	0	8,915
2. Biosecurity	0	4,405	171	0	4,576
3. Soil, water and managing natural resources	0	6,270	503	0	6,773
4. Adoption of R&D	1,605	550	7,319	3,800	13,274
Total	2,225	16,341	11,172	3,800	33,538

D Appendix

Science and Research Priorities and the Rural Research and Development Priorities

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
1 People and Leadership	All Horizon Scholarships	N/A	N/A	8.3	4
	<hr/>				
2 National Challenges and Opportunities	AgVet Chemical Priority Use	Project Manager - Access to Industry Priority Uses of Agvet Chemicals	PRJ-010723	1.3	1
	AgVet Chemical Priority Use	AgVet Minor Use Access Grants - Trial Management	PRJ-012056	1.3	2
	AgVet Chemical Priority Use	Project Manager - AgVet Access Grants 2019	PRJ-011963	1.3	2
	AgVet Chemical Priority Use	Agvet Access Grants 2018	PRJ-011456	1.3	2
	Australian Biomass for Bioenergy Assessment	J. Bird - Program Management for ABBA	PRJ-011168	1.1	1
	Australian Biomass for Bioenergy Assessment	SA component of Australian Biomass for Bioenergy Assessment	PRJ-010372	1.1	1
	Australian Biomass for Bioenergy Assessment	WA component of Australian Biomass for Bioenergy Assessment	PRJ-010374	5.3	1
	Australian Biomass for Bioenergy Assessment	TAS component of Australian Biomass for Bioenergy Assessment	PRJ-010475	5.3	1
	Australian Biomass for Bioenergy Assessment	QUT component of Australian Biomass for Bioenergy Assessment	PRJ-010377	5.3	1

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
2 National Challenges and Opportunities	Australian Biomass for Bioenergy Assessment	NSW component of Australian Biomass for Bioenergy Assessment	PRJ-010364	5.3	1
	Australian Biomass for Bioenergy Assessment	USC component of Australian Biomass for Bioenergy Assessment	PRJ-010376	5.3	1
	Australian Biomass for Bioenergy Assessment	QLD component of Australian Biomass for Bioenergy Assessment	PRJ-010375	5.3	1
	Australian Biomass for Bioenergy Assessment	VIC component of Australian Biomass for Bioenergy Assessment	PRJ-010373	5.3	1
	Australian Biomass for Bioenergy Assessment	RIRDC - ARENA project Australian Biomass for Bioenergy Assessment	PRJ-010379	5.3	1
	Bridge Hub	Project Bridge Hub	PRJ-011469	1.2	1
	Community Trust	Management Services for the Australian Agriculture Community Trust Program	PRJ-011829	1.2	1
	Community Trust	Joint-RDC Community Trust - Community Analysis Project	PRJ-011965	8.3	3
	Honey Bee Genetic Improvement	Project coordinator for Honey Bee Genetic Improvement Project	PRJ-012071	1.3	1
	National Rural Issues	Managing Climate Variability Program Phase 5 Funding Support	PRJ-010726	1.2	4
	National Rural Issues	Food Fraud: Impacts on Australian Agriculture, Fisheries & Forestry Industries	PRJ-012610	1.2	1
	National Rural Issues	Agricultural Health and Safety Statistics 2020	PRJ-012577	1.2	1
	National Rural Issues	Internal AgriFutures' Contribution - EU Product Environmental Footprint	PRJ-012437	1.2	1

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
2 National Challenges and Opportunities	National Rural Issues	Innovation & Technology to Improve Natural Disaster Management	PRJ-012469	1.2	1
	National Rural Issues	Capital requirements of Australia's agriculture, fisheries and forestry sector	PRJ-012612	1.2	1
	National Rural Issues	Gold Corporate Membership - Australian Farm Institute	PRJ-012643	1.2	1
	National Rural Issues	Minor Pesticide Consultant for emerging industries - PRJ-011454 extension	PRJ-012348	1.2	1
	National Rural Issues	Contribution RnD4P Project- Improving Plant Pest Management	PRJ-011151	1.2	1
	National Rural Issues	Contribution RnD4P Project- Forewarned is forearmed (RnD4Profit 16-03-007)	PRJ-011148	1.2	1
	National Rural Issues	Contribution towards Food Agility CRC Limited	PRJ-010765	1.2	1
	Q Fever	Taking the Q (query) out of Q Fever (RnD4Profit-15-02-008)	PRJ-010545	1.3	2
	Rural Safety & Health Alliance	Project Management for RDC Joint Health and Safety Program	PRJ-011553	9.1	1
	Rural Safety & Health Alliance	Identifying and prioritising WHS overlaps across the rural sector	PRJ-012671	9.1	3
	Secure Pollination	Communications Support: Secure Pollination	PRJ-011071	1.3	1
	Secure Pollination	Securing Pollination - Hort Innovation Pool 2 Funds	PRJ-010988	1.3	1
	Secure Pollination	Secure Pollination for More Productive Agriculture: Guidelines for effective pollinator management	PRJ-010571	1.3	1

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
2 National Challenges and Opportunities	Secure Pollination	ANU - Secure Pollination for more productive agriculture (RnD4Profit-15-02-035)	PRJ-010561	1.3	1
	Secure Pollination	US - Secure Pollination for more productive agriculture (RnD4Profit-15-02-035)	PRJ-010559	1.3	1
	Secure Pollination	UNE - Secure Pollination for more productive agriculture (RnD4Profit-15-02-035)	PRJ-010560	1.3	1
	Secure Pollination	UOA - Secure Pollination for more productive agriculture (RnD4Profit-15-02-035)	PRJ-010558	1.3	1
	Weeds Biocontrol	Preparation and production of newsletters for weeds biocontrol project	PRJ-011012	1.3	2
	Weeds Biocontrol Round 4	VDJPR - Weed biological control (RRD4P 18-04-014)	PRJ-012379	1.3	2
	Weeds Biocontrol Round 4	CSIRO - Weed biological control (RRD4P 18-04-014)	PRJ-012377	1.3	2
	Weeds Biocontrol Round 4	QDAF - Weed biological control (RRD4P 18-04-014)	PRJ-012376	1.3	2
	Weeds Biocontrol Round 4	Project Coordinator for Weeds Biocontrol 2	PRJ-012113	1.3	2
	3 Growing Profitability	Chicken Meat	Water Security for the Chicken Meat Industry	PRJ-012274	1.3
Chicken Meat		Population level biomarkers of gut health in commercial flocks	PRJ-011908	1.3	4
Chicken Meat		Age dependent energy and digestible amino acids of common Australian feedstuffs	PRJ-011835	1.3	4
Chicken Meat		The response of broilers to insoluble fibre and exogenous enzymes in low protein	PRJ-011549	1.3	4
Chicken Meat		Increasing Australia's preparedness for wIBDV	PRJ-010978	1.3	4

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
3 Growing Profitability	Chicken Meat	Contribution towards RR&D4P Project 16-03-012 High throughput technology for AMR	PRJ-011051	1.3	4
	Chicken Meat	Optimising amino acid profiles and energy in reduced-protein diets	PRJ-011520	1.3	4
	Chicken Meat	Undertake a comparative analysis of state legislation	PRJ-011665	1.3	4
	Chicken Meat	Development of a Cell Line for ILTV Vaccine Production - Formerly PRJ-010654	PRJ-011481	1.3	4
	Chicken Meat	Assessment of sexing options to perform nutritional research in the meat chicken	PRJ-011560	1.3	4
	Chicken Meat	Economic impact of non-starch polysaccharides in broiler diets	PRJ-011487	1.3	4
	Chicken Meat	Branched-chain amino acids in wheat-based, crude protein-reduced diets	PRJ-011541	1.3	4
	Chicken Meat	Peri-hatching strategies to endure enteric pathogens in broilers	PRJ-011584	1.3	4
	Chicken Meat	CME Program contribution towards Poultry Hub Australia	PRJ-011296	1.3	4
	Chicken Meat	Next generation probiotics to enhance the gut health of chickens	PRJ-011008	1.3	4
	Chicken Meat	Antimicrobial Sensitivity Testing – a survey of laboratory capacity	PRJ-010967	1.3	4
	Chicken Meat	Dynamics of ILT spread and role of dust in epidemiology, diagnostics and control	PRJ-010639	1.3	4
	Chicken Meat	Chicken Meat Industry Supply Chain Standard	PRJ-011956	1.3	1
	Chicken Meat	Linked to PRJ-011481 - UniMelbs milestone component	PRJ-012141	1.3	1
Chicken Meat	Nutritional & Environmental Comparison of Chicken Meat and Alternative Proteins	PRJ-012273	1.3	1	

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
3 Growing Profitability	Chicken Meat	Gary Sansom Scholarship - Joshua Angove 2019	PRJ-011942	1.3	1
	Chicken Meat	Optimisation of mycopesticides for control of lesser mealworm in broiler sheds	PRJ-011688	1.3	1
	Chicken Meat	Seasonal variation in the processing plant	PRJ-010984	1.3	1
	Chicken Meat	Sanitisers for commercial use in chicken meat production	PRJ-011593	1.3	1
	Chicken Meat	Optimising ranging behaviour by free-range meat chickens	PRJ-011546	1.3	1
	Chicken Meat	Case study of pathogen pathways post processing	PRJ-011578	1.3	1
	Chicken Meat	Review of chicken meat processing for enteropathogen management	PRJ-011713	1.3	1
	Chicken Meat	Review of National Animal Welfare Standard and development of BMP material	PRJ-011513	1.3	1
	Chicken Meat	Novel detection of chicken welfare using machine vision	PRJ-010646	1.3	1
	Chicken Meat	A novel way to suppress growth of Campylobacter in chickens prior to processing	PRJ-010237	1.3	1
	Chicken Meat	Framework for effective environmental enrichment for Australian Livestock NAWRDE	PRJ-012457	7.1	1
	Chicken Meat	Training and extension for the Chicken Meat Industry	PRJ-011920	7.1	1
	Chicken Meat	An investigative study of shed management simulation training tools	PRJ-011701	7.1	1
	Chicken Meat	Contribution to Aust Eggs Carbon Neutral Project	PRJ-012310	1.3	3
	Chicken Meat	Risk assessment of alternative litter types	PRJ-011935	1.3	3
Chicken Meat	Best practice manual for managing litter	PRJ-011589	1.3	3	

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
3 Growing Profitability	Chicken Meat	Litter and Environment – BMPs and data to support production and industry growth	PRJ-011502	1.3	3
	Chicken Meat	Development of National Environmental Guidelines for the Meat Chicken Industry	PRJ-011090	1.3	3
	Export Fodder	Improved oat varieties for hay production 2020	PRJ-012613	1.3	4
	Export Fodder	Chemical Residue Monitoring for the Fodder Industry	PRJ-012002	1.3	4
	Export Fodder	Fodder Safe	PRJ-011968	1.3	4
	Export Fodder	Restructure of the National Oat Breeding Program	PRJ-012226	1.3	4
	Export Fodder	Yield and quality assessment of dual purpose wheat for the export hay industry	PRJ-011946	1.3	4
	Export Fodder	National Hay Agronomy project	PRJ-011029	1.3	4
	Ginger	Ginger Extension Coordination Project	PRJ-011740	1.1	4
	Ginger	Chemical Minor Use Permit Research	PRJ-011849	1.3	4
	Ginger	Site-specific weed control for ginger cropping systems	PRJ-011627	1.3	2
	Ginger	Ginger Ninja: Automating disease detection in seed ginger stock	PRJ-011522	1.3	2
	Ginger	Review of the Biosecurity Plan for the Ginger Industry	PRJ-010862	1.3	2
	Goat Fibre	Goat Fibre Sustainable Production Guidelines and Manual	PRJ-012077	1.3	4
	Honey Bee	Increasing the value of Australian honey as a health food	PRJ-010879	1.3	4
Honey Bee	Size and Scope of the Australian Honey Bee and Pollination Industry Snapshot	PRJ-012405	1.3	1	
Honey Bee	Investigating factors that influence chalkbrood outbreaks in Australia	PRJ-010815	1.3	2	

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
3 Growing Profitability	Honey Bee	Improving the health of hives used in pollination	PRJ-010818	1.3	2
	Pasture Seeds	Lucerne Variety Trial – Assess optimum plant stress levels for seed production	PRJ-010959	1.3	4
	Pasture Seeds	Ensuring Lucerne seed production in the absence of bees	PRJ-010875	1.3	1
	Pasture Seeds	Profitable and environmentally sustainable sub clover and medic seed harvesting	PRJ-011096	1.3	1
	Pasture Seeds	Australian Pasture Seed Genebank 2019-2021	PRJ-012052	2.3	3
	Ratite	Post Graduate 'top-up' Scholarship - Lauren Chartier	PRJ-011163	1.3	1
	Rice	Rice Weed Management in Australia	PRJ-011136	1.3	4
	Rice	Improving mid-season nitrogen management of rice	PRJ-011058	1.3	4
	Rice	Traits of importance for aerobic 'DryRice' varieties for the Riverina region	PRJ-011067	1.3	4
	Rice	Extension for improved efficiency and sustainability in the rice industry	PRJ-010696	1.3	4
	Rice	Rice variety nitrogen & agronomic management	PRJ-009790	1.3	4
	Rice	Smarter Irrigation for Profit 2 - AgriFutures Contribution	PRJ-012384	1.3	1
	Rice	SIP2 - Smarter irrigation in rice growing systems - John Hornbuckle	PRJ-012401	1.3	1
	Rice	SIP2 - Key learning sites southern (making the most of water) - Alex Schultz	PRJ-012398	1.3	1
	Rice	Rice Industry Leadership Program	PRJ-011075	1.3	1
Rice	Post Graduate 'top-up' Scholarship - C Rixon	PRJ-010705	1.3	1	

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
3 Growing Profitability	Rice	Post Graduate 'top-up' Scholarship - J Opena	PRJ-010758	1.3	1
	Tea Tree Oil	Scoping study of sustainable weed management in tea tree oil plantations	PRJ-011789	7.1	4
	Tea Tree Oil	Entomopathogens for management of key pests of tea tree oil	PRJ-011618	7.1	4
	Tea Tree Oil	Tea Tree Breeding 2019 - 2023	PRJ-011309	7.2	4
	Tea Tree Oil	Franklin Institute of Wellness Co-Contribution	PRJ-012580	7.2	4
	Tea Tree Oil	Communication of research findings to tea tree oil industry levy payers	PRJ-011626	7.1	1
	Tea Tree Oil	Chiral Testing of Commercial TTO samples for Adulteration	PRJ-011624	7.1	1
	Tea Tree Oil	Mechanistic and Comparative toxicity of Commercial Essential Oils	PRJ-011693	7.2	1
	Tea Tree Oil	US EPA License requirements for tea tree oil as an industrial biocide	PRJ-011625	7.2	1
	Thoroughbred Horses	Coxiella burnetii infection in association with equine abortion	PRJ-011758	1.3	4
	Thoroughbred Horses	A Novel Device for the On-farm Assessment of Stallion Sperm Fertility	PRJ-011712	1.3	4
	Thoroughbred Horses	The pathology and epidemiology of equine pregnancy loss	PRJ-011719	1.3	4
	Thoroughbred Horses	Developing a novel diagnostic test for early pregnancy in the mare	PRJ-011748	1.3	4
	Thoroughbred Horses	Wellbeing: Racing demographics, reasons for retirement & post racing destinations	PRJ-011271	1.3	4
	Thoroughbred Horses	The uterine microbiome- key to equine infertility?	PRJ-011248	1.3	4

Arena	Program Name	Project	Project Number	Science and Research Priorities	Rural Research and Development Priorities
3 Growing Profitability	Thoroughbred Horses	Improving jockey safety through virtual reality and biomarkers of concussion	PRJ-011192	1.3	4
	Thoroughbred Horses	Improving the detection of parasitic infections and control strategies of horses	PRJ-011191	1.3	4
	Thoroughbred Horses	Non-invasive ventilatory support for foals	PRJ-011159	1.3	4
	Thoroughbred Horses	Understanding the epidemiology of Chlamydia psittaci infections in mares	PRJ-011402	1.3	4
	Thoroughbred Horses	Maintaining welfare and integrity in Australian Racing	PRJ-011188	1.3	4
	Thoroughbred Horses	PhD Understanding, reducing the effects of heat stress on TB stallion fertility	PRJ-011268	1.3	4
	Thoroughbred Horses	Improved bacterial identification and antimicrobial susceptibility testing	PRJ-011233	1.3	4
	Thoroughbred Horses	Science fact not fiction: Detecting gene edited racehorses	PRJ-011777	1.3	3
4 Emerging Industries	Emerging Industries	Defining terroir of Australian Coffee to increase demand and investment	PRJ-012341	1.3	4
	Emerging Industries	National Agronomy Sesame Trials	PRJ-012383	1.3	4
	Emerging Industries	National Agronomy Sesame Trials - Project Design	PRJ-012211	1.3	4
	Emerging Industries	Industrial Hemp Project Development Consultant	PRJ-012064	1.3	4
	Emerging Industries	Developing Industry Standards for Australian Native Oils	PRJ-011798	1.3	4
	Emerging Industries	Hazelnuts in Australia: Productivity & Economic Analysis for Industry Expansion	PRJ-010774	1.3	4



E

Notification of significant events

This plan has been written to align to terms of section 19 of the Public Governance, Performance and Accountability Act 2013, which defines a particular class of proposal as 'significant' and notifiable to Ministers.

The organisation confirms, in the context of section 15, that there are no 'significant' proposals in this Plan that should be drawn to the attention of Ministers.

F

Consultation with stakeholders

Communications channels between AgriFutures Australia and rural industries meet two essential functions - accountability and bringing industry influence to bear on the research agenda. At the peak industry level, the organisation is accountable to:

- The National Farmers' Federation
- The Australian Chicken Meat Federation.

These two organisations are prescribed by section 7 of AgriFutures Australia's enabling legislation. This requires AgriFutures Australia to report on its activities each financial period. This accountability runs parallel to AgriFutures Australia's Annual Report to the Minister and the Parliament.

All of AgriFutures Australia's research programs have advisory or reference panels with stakeholder membership.

G

Service charter

AgriFutures Australia's enabling legislation is the Primary Industries Research and Development Act 1989 (Commonwealth Government of Australia) (the PIRD Act).

H

AgriFutures Australia Board

The AgriFutures Australia Board is accountable to the Parliament of Australia through the Minister for Agriculture.

The Board:

- Sets strategic direction and establishes policies for the organisation
- Oversees operational and functional performance against budget and other key performance indicators on behalf of stakeholders
- Remuneration to Directors estimated at \$686,500 for 2020-21.

AgriFutures Australia Board of Directors as of 30 June 2020

Chairperson

Mrs Kay Hull AM

Deputy Chair

Mr Ian Henderson

Managing Director

Mr John Harvey

Non-Executive Directors

Dr Kate Andrews
Mr Ric Clark
Dr Tony Hamilton
Dr William Ryan

I

Stakeholders

- The Australian Government on behalf of rural industries and taxpayers
- Industry funders
- Levy payers
- The Australian community
- Primary clients
- For AgriFutures Australia related industries, all participants in the production and marketing chain (producers, processors, distributors and consumers)
- On AgriFutures Australia's strategic cross-sectoral program, the National Farmers' Federation on behalf of all rural industries

Reporting to stakeholders

There are four key accountability documents for stakeholders:

1. The Strategic Plan sets out strategies, directions and performance indicators for the Corporation.
2. A five year R&DE plan for each industry program within new and Emerging Industries, established rural industries and national rural issues.

J

AgriFutures Australia Advisory Panels – Chairs

Rice

Mr Drew Braithwaite

Chicken Meat

Mr Guy Hebblewhite

Export Fodder

Mr Peter Baker

Ginger

Ms Nicole Christodoulou

Pasture Seeds

Mrs Lisa Anderson

Honey Bee & Pollination

Dr Doug Somerville

Tea Tree Oil

Mr Michael Flanagan

Thoroughbred Horses

Prof. Nigel Perkins

Emerging Industries

Mr Brian Ruddle

Ignite

No Chair appointed

K

Corporate directory

Chair Mrs Kay Hull AM	02 6293 6900	General Manager Business Development Mr Michael Beer	02 6923 6915
Managing Director Mr John Harvey	02 6923 6901	General Manager Communications and Capacity Building Ms Belinda Allitt	02 6923 6919
General Manager Corporate Mrs Louise Heaslip	02 6923 6903	General Manager Research Mr John Smith	02 6923 6921



AgriFutures Australia

Building 007
Tooma Way
Charles Sturt University
Locked Bag 588
Wagga Wagga NSW 2650

02 6923 6900
info@agrifutures.com.au

agrifutures.com.au

