



# Strategy 2026 – 2030

Adopted October 2025





## Our Purpose

AIR EP is a farmer driven RD&E organisation, leading the on-farm validation of research and the adoption of innovative practices to advance agriculture on the Eyre Peninsula.



## Our Vision

Farming systems on the Eyre Peninsula that are productive, profitable and fit for the future.



## Our Values

**Relevance**

**Independence**




**Collaboration**



**Innovation**

# Strategic Priorities 2026 - 2030



An organisation driven by a skilled team of values-aligned people, maintaining effective governance and leadership practices.

PRIORITY	STRATEGIC AMBITION	LEVERS OF SUCCESS	SUCCESS MEASURES	METRIC
 <b>Farmers</b>	<ul style="list-style-type: none"> <li>AIR EP activities and deliverables are shaped by the needs, goals, vision and voices of local farmers, and the expert input of research and advisor partners</li> <li>An engaged, actively involved community of farmers across the EP, with high levels of input and ownership</li> <li>AIR EP is led, governed and supported by EP farmers and those committed to their success</li> </ul>	<ul style="list-style-type: none"> <li>AIR EP Committees guiding activities and investments</li> <li>Events that are timely, attractive, focused on current and future farmer priorities, and offer great value for participation</li> <li>Farmer learning facilitation – peer-to-peer, trusted experts, the right researchers, using effective skill and knowledge development methods</li> <li>Focus on the farmers of the future</li> <li>Strong relationships with advisors and researchers</li> </ul>	<ol style="list-style-type: none"> <li>Whole of region representation and active participation on Committees</li> <li>Committee and Board succession plans</li> <li>Criteria of “EP farmer led” met for work undertaken</li> <li>Participation rates and feedback scores for events</li> <li>Demonstrable uptake of skill, knowledge and practice enhancement activities</li> <li>Annual member numbers maintained or increased</li> </ol>	<ol style="list-style-type: none"> <li>Yes / No</li> <li>Yes / No</li> <li>%</li> <li>#, consistently above 80% satisfaction</li> <li>Qualitative, eg’s</li> <li># (400 base)</li> </ol>
 <b>Extension</b>	<ul style="list-style-type: none"> <li>Effectively translate R&amp;D findings into practice changes that positively impact farming productivity, profitability and fitness for the future</li> <li>Leverage R&amp;D investments by integrating project insights into whole farm system improvements</li> <li>More farmers optimising the long-term benefits of R&amp;D-driven improvements via extension work</li> </ul>	<ul style="list-style-type: none"> <li>Extension plans and resources embedded at the start of each investment (extension a key criteria of all projects AIR EP undertakes)</li> <li>Dedicated extension resource (Extension Officers)</li> <li>Strong relationships and ongoing dialogue with the EP farmer network to expand the amount of extension being undertaken / locations of delivery</li> <li>Effective partnerships with R&amp;D providers, informing their work early, and leveraging their work later</li> <li>Capability building of partner organisations in extension planning, delivery and evaluation</li> </ul>	<ol style="list-style-type: none"> <li>R&amp;D projects being led and extended across EP</li> <li>Number of sites / locations undertaking extension activities</li> <li>Extension projects reflecting farmer input</li> <li>R&amp;D providers engaging with AIR EP earlier as their “Extension partner”</li> <li>Improved research &amp; extension capacity on EP</li> <li>Impact on farmer KASA as a result of extension work</li> </ol>	<ol style="list-style-type: none"> <li>#</li> <li>#, map</li> <li>Case studies</li> <li>Qualitative, eg’s</li> <li># interns, # extension officers</li> <li>Qualitative, eg’s</li> </ol>
 <b>Partnerships</b>	<ul style="list-style-type: none"> <li>Effective, mutually beneficial relationships with committed partners to fulfill the Purpose and realise the Vision of AIR EP</li> <li>Strengthened existing partnerships and fostering of new partnerships and RD&amp;E providers</li> </ul>	<ul style="list-style-type: none"> <li>A shared focus on “Vision EP 2050” – commitment to working together to help realise a better farming future</li> <li>Clear working processes and partner agreements – “how we’ll work together”, agreed upfront and managed</li> <li>Clarity of respective roles, responsibilities, priorities and collaboration mechanics</li> </ul>	<ol style="list-style-type: none"> <li>Strong relationships with effective partner organisations</li> <li>Clear processes and agreements employed</li> </ol>	<ol style="list-style-type: none"> <li>#, qualitative</li> <li>Yes / No</li> </ol>

PRIORITY	STRATEGIC AMBITION	LEVERS OF SUCCESS	SUCCESS MEASURES	METRIC
 <b>Funding &amp; resources</b>	<ul style="list-style-type: none"> <li>Adequate, sustainable financial resources to enable our work (current and desired future), with a focus on extension and adoption</li> <li>Diversified funding streams to mitigate critical source risks</li> <li>Preservation of agreed financial reserves</li> <li>Minimum 10% of value of projects to fund the ongoing core functions, management and governance of AIR EP</li> </ul>	<ul style="list-style-type: none"> <li>Strong RD&amp;E investments from key funding providers (for example GRDC, Drought Hub, Landscape Boards, RDCs, CSIRO, Universities)</li> <li>AIR EP's value proposition as an extension partner is communicated effectively to farmers and funders</li> <li>No one funder accounts for more than 40% of the total funding budget at any one time</li> <li>AIR EP has adequate funds to support the ongoing core functions of the organisation</li> </ul>	<ol style="list-style-type: none"> <li>Retained and enhanced revenues from partners, sponsors and members</li> <li>Financial reserves targets maintained</li> <li>10% management fee on all projects</li> <li>Diversified / de-risked portfolio of grant funding</li> <li>Higher value per project</li> <li>Staffing model adequately funded to support growth</li> </ol>	<ol style="list-style-type: none"> <li># &amp; \$</li> <li>Yes / No</li> <li>Yes / No</li> <li>%</li> <li>\$</li> <li>Yes / No</li> </ol>
 <b>Marketing &amp; comms</b>	<ul style="list-style-type: none"> <li>Enhanced EP farmer awareness and understanding of AIR EP and its work</li> <li>Enhanced delivery and funding partner awareness of AIR EP's value proposition</li> <li>AIR EP is the 'go to' organisation for applied agricultural research, development &amp; extension on the EP</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and communications plan developed, implemented and evolved (targets, methodology, investments and effectiveness), including but not limited to; <ul style="list-style-type: none"> <li>Digital comms including website, social media</li> <li>Newsletters and articles</li> <li>Events</li> </ul> </li> <li>Appropriately resourced initiatives, tailored to target audiences, being driven by skilled subject-matter experts in marketing &amp; communications</li> </ul>	<ol style="list-style-type: none"> <li>Improved awareness levels of AIR EP's work in target segments</li> <li>Engagement and feedback re: marketing and comms initiatives</li> <li>Uplifts in more organisations seeking AIR EP out for purposeful work</li> <li>Change in digital comms analytics</li> </ol>	<ol style="list-style-type: none"> <li>Qualitative</li> <li>#</li> <li>#</li> <li>#</li> </ol>



# Strategic Foundation

STRATEGIC ENABLER	STRATEGIC AMBITION	LEVERS OF SUCCESS	SUCCESS MEASURES	METRIC
<b>Our people</b>	<ul style="list-style-type: none"> <li>A valued team of people doing quality, purposeful work for the benefit of EP farmers</li> <li>A supported team, encouraged to continually develop and leverage their experience and skills</li> <li>A safe work environment and practices supporting wellbeing, for employees, contractors and volunteers</li> <li>AIR EP's Values evident in the attitudes and actions of our people</li> <li>Succession plans and critical person risks mitigated</li> <li>Professional development supported including extension and project management capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Strong, supportive relationships between the Board and the Staff</li> <li>Clear expectations of all team members</li> <li>Open, transparent, respectful communication</li> <li>Succession plans developed (including future staff / volunteer engagement strategies)</li> <li>Effective leadership practices (Board, Committee, Organisation)</li> <li>2-way feedback processes between the organisation and staff / contractors regarding expectations management</li> </ul>	<ol style="list-style-type: none"> <li>Staff, Board and volunteer satisfaction</li> <li>Contractor satisfaction</li> <li>Turnover and vacancy rates</li> <li>Training and development initiatives implemented</li> <li>Values alive (Board and leadership reflections)</li> <li>Professional development resourced including Extension and project management capabilities in place and delivering target outcomes</li> </ol>	<ol style="list-style-type: none"> <li>Survey #, staff PDPs</li> <li>Survey #</li> <li>#</li> <li>Yes / No</li> <li>Qualitative, eg's</li> <li>Yes / No</li> </ol>
<b>Governance</b>	<ul style="list-style-type: none"> <li>Effective governance of the organisation</li> <li>An appropriately constructed Board balancing skills, experience and farmer-focused insights</li> <li>A well functioning Board employing processes befitting the organisation's mandate and constitution</li> <li>A strong relationship between the Board and the EO / staff</li> </ul>	<ul style="list-style-type: none"> <li>A Strategic Plan that is current, fit-for-purpose, and appropriately governed by the Board</li> <li>An EO working in alignment with the Board and Strategic Plan and delivering on targeted outcomes</li> <li>Good governance processes being followed</li> <li>Continual focus on Board performance, succession planning needs, and opportunities for future Board enhancement</li> </ul>	<ol style="list-style-type: none"> <li>Board performance (adherence to due process)</li> <li>Strategic plan performance</li> <li>EO performance</li> <li>Succession plans in place and implemented when appropriate</li> <li>Turnover and vacancy rates</li> </ol>	<ol style="list-style-type: none"> <li>Rating</li> <li>Strategic Plan annual review/ Annual report</li> <li>PDP</li> <li>Yes / No</li> <li>#</li> </ol>

# Next Steps



