Knowledge, Innovation and Enterprise
**VISION & STRATEGIC IMPERATIVE**

**WAFIP Purpose**
Socio-Economic Transformation, AgriFood Growth and Commercialisation in Western Australia
i.e. catalyse ‘smart specialisation’

**through**

the scaling up of WA agrifood businesses, commercialising research and development (R&D), new agrifood technology, industry innovation, growth and export orientation through value-added activities while strengthening the domestic supply chain.

**Creating new industries, more jobs and better living through innovation for people in the Peel region.**

**DPIRD PRIMARY INDUSTRIES PLAN**

- **Build Trust in WA’s Production**
  - Industry led-certification

- **Maintain and Build Competitiveness**
  - Improved digital connectivity
  - Improve logistics for supply chain connectivity
  - New skills for primary industries workforce

- **Differentiate, value-add & diversify primary industries**
  - Expand value-add in the agribusiness sector

- **Secure and Grow Markets**
  - Strengthening market access and marketing
  - Industry Growth partnerships
VALUES

Through the lens of agrifood innovation, food security and safety

- People Connected
- Enterprise Growth
- Education Driven
- Lead Transformation

This ethos applies to those involved with WAFIP, seeking to engage with WAFIP, anchor tenants & their sub-tenants at WAFIP.
MISSION

- Become the agrifood knowledge and enterprise activation hub in Western Australia;
- Scale up SMEs and create commercially focussed vertical integration opportunities;
- Digitally enable the supply chain boosting connectivity, trust, provenance and safety;
- Boost the agrifood production and export-driven value added economy in WA;
- Research and collaborate to innovate the food ecosystem;
- Raise the brand and profile of WA food products.
VALUE PROPOSITION

- R&D commercialisation e.g. drive the use of productivity-improving technology in agrifood and increased environmental sustainability;
- Improved vertical integration along the supply chain;
- Drive USP and brand related to safety, provenance, quality, food standards, biosecurity;
- Foster entrepreneurship and improve the use of digital platforms to impact distribution models and increase transparency;
- Access to Enterprise Support Program incorporating a 1:1 co-matching innovation fund;
- Improved connectivity with a reduced geographical and social distance between producer and consumer.
FOOD INNOVATION PRECINCTS:
BENCHMARK CASE STUDIES
NZ - FOOD WAIKATO

Food Waikato

About Food Waikato

The Food Waikato facility comprises New Zealand’s first genuinely independent spray dryer. This purpose-built plant allows clients to take their new product from the concept stage to commercialisation.

Independently owned, Food Waikato has an array of products and services to enable independent suppliers and suppliers of foodstuff brands to produce powder from other raw ingredients. Food Waikato specialises in goat, sheep and milk-based powders.

Food Waikato Facts

- NZ’s only product development spray dryer
- Processing at the heart of dairy, goat and nutrition powders
- Provides products for all industries
- Exports to Japan, Asia

We grow companies and opportunities

Food Waikato was commissioned in 2012 with shareholders and investors to grow companies, opportunities and NZ export. The first 5 years of operation have already increased from that original $10M to $20M of capital. After acquisition of Local Motion Nutrition and installation of two purpose-built factories, to increase exports and create employment opportunities.

Plant and processing capability

- 30,000 litres of milk production at 13.7% total solids
- 10,000 litres of skim milk production at 12.7% total solids
- 10,000 litres of goat milk production at 13.6% total solids
- Raw milk processing
- Sheep milk processing
- Capable of producing the following:
  - Any milk powder
  - Nutritional powders
  - Functional powders

Product and regulatory systems

- Dairy and milk management system approved
- Final food HPP (High Pressure)
- Dairy process registration
- Europe registration
- Halal registration
- Kosher certification

INNOVATION PARK

The home of businesses committed to innovation, resource and inspiration

INVEST & DO BUSINESS

Waikato is the fastest-growing tech sector in Antarctica NZ. Come and be where it’s at.
What is the Monash Food Incubator?

Monash Food Incubator is a platform that provides support and resources to early-stage food entrepreneurs. It helps founders to develop and scale their businesses, offering mentorship, networking opportunities, and access to funding. The incubator focuses on fostering innovation in the food industry by providing a supportive environment for startups to grow.

Monash Food Innovation

Monash Food Innovation is a hub for food-related research, development, and collaboration. It brings together experts from various disciplines to tackle challenges in the food sector, including sustainability, health, and technology. By fostering innovation, Monash Food Innovation aims to drive the growth of the food industry, creating new products and solutions that meet the evolving needs of consumers.
FOOD VALLEY, NETHERLANDS

Top Food Lab
Open food innovation platform, run by a young and dynamic team of TOP Food professionals.

Top Food Lab is an open food innovation platform, that is run by a young and dynamic team of food professionals that take account for concept development and food design on TOP. TOP’s expertise on innovative food production technologies opens a wide window of opportunities for healthier and tastier food products. Within TOP Food Lab, we use these technologies to design innovative, supermarketable food products.

StartLife

Fostering food entrepreneurs growing food & Agri startups into working enterprises.

Empowering food start-ups with food supply challenges and a radical approach to innovation in the food and agriculture sector today. Due to their innovative approach, StartLife teams help shape the future of the food and agri sector. The platform builds food and agri innovation required to meet global societal challenges.

- Holdings: flowering community of startups, investors, corporates, and partners
- Developing entrepreneurial competencies of start-ups and startup ecosystems
- Offering hands-on workshop formats within the StartLife Incubation Program
- Providing access to growing resources
- Providing access to a solution to related additional startups

Efficient Upscaling

Bring your up-scaling activities to the next level, minimize investment insights and speed up time to market.

As you up-scaling the production of a new product, do you need to make investments decisions about building a new production facility? We offer you an intensive investment insights and speed up time to market.

The team of the Product Platform is a direct link to well-tasted decision making on a large scale, resulting in healthier, sustainable, and tasty food. A new product is 100% secured developed all-in with. Thanking the node development team for the optimal sourcing. The team of the Product Platform is a direct link to well-tasted decision making on a large scale, resulting in healthier, sustainable, and tasty food. A new product is 100% secured developed all-in with. Thanking the node development team for the optimal sourcing.

Smart & Digital Technology

From personalized nutritional advice to targeted crop breeding, IT, artificial intelligence, sensors, genomics, nanotechnology, and other key technologies are accelerating innovation. However, there remain so many opportunities to deploy them in the agri-food sector. In the Smart & Digital Technology Innovation Theme, companies and knowledge suppliers, in the Netherlands and abroad, are working to rapidly translate technological advancements into marketable products, solutions, and services. This will sharpen the time needed to realize a truly sustainable food chain.

Smart Food Technology

By 2050 the Netherlands will be the world leader in technology for the agri-food sector. Knowledge, infrastructure, expertise, equipment, machinery, utilities, greenhouse, etc. We will provide the knowledge and infrastructure to produce food of the highest quality efficiently, sustainably and affordably.

Knowledge Innovation & Business

The Foodvalley ecosystem accelerates innovation and growth by linking companies, from start-ups to multinationals, to the best knowledge, facilities, knowledge suppliers and potential partners. Economically viable and based on the needs of the business community, Smart & Digital Technology focuses on building a cluster of agri-food companies and knowledge suppliers. The Foodvalley ecosystem is open to new startups and digital technology applications for a sustainable food chain.
Note: This Business Plan is developed through the lens of the Shire of Murray for the Shire of Murray.
## BUSINESS MODEL

### KEY PARTNERS
- **Inner Core**
  1. Shire of Murray
  2. Peel Development Commission
  3. DPIRD, Canberra
  4. Transform Peel Strategic Advisory Committee
- **Layer 1 – Core Collaborators (Anchor Tenants)**
- **Layer 2 - Grower Groups, Collaborators linked anchor tenants who are to be likely occupants of the WAFIP, vendors - technology, supply chain etc
- **Layer 3 – Community Stakeholders (including SMEs, training, local investors etc)
- **Layer 4 – Other co-operators (e.g. Waikato Innovation Park)**

### KEY DAILY ACTIVITIES (to deliver value proposition)
- Deliver the WAFIP Business Concierge Services (via the Business Manager)
- Facilities Management (via SoM)
- Marketing & Comms
- Industry Engagement
- Government Engagement
- Community and Stakeholder Engagement

### VALUE PROPOSITION
- WA’s Food Innovation Precinct;
- One-stop shop linking the “customer” with an ecosystem of collaborators and partners;
- WAFIP spans the upstream and downstream value chain – R&D, incubation, commercialisation, investor access, production, new product development (value added), market research, market access (local, national and intl);
- Digitally connected infrastructure to connect producers with consumers (Innovation Centre/FoodTrust)
- WAFIP branding, accreditation standards and safety mark;
- For anchor tenants, access to competitive lease arrangements with SoM;

### CUSTOMER RELATIONSHIPS
- Ongoing advice and support via the Business Manager
- Provide advice and access to Enterprise Support Program
- Provide access to anchor tenants
- Mode: Emails, telephone, site visits, briefings, seminars etc.

### CUSTOMER SEGMENTS
- Universities, R&D
- Industry – producers, value adding firms, consumer facing (oftake)
- Industry support – incubation, commercialisation, investors, market research agencies, new product development
- International industry engagement
- Government – DPIRD, Canberra
- Labour force – school and VET institutions

### KEY RESOURCES (to deliver value proposition)
- WAFIP Business Manager
- Supporting services from SoM
- Access to Enterprise Support Program (DPIRD & DevWA)
- WAFIP Innovation Centre – work program
- WAFIP Governance Committee
- WAFIP Enterprise Innovation Panel

### CHANNELS (how does WAFIP reach customer segments?)
- Business Manager
- Anchor Tenants
- Website
- Social Media
- Industry Events

### COST STRUCTURE
- Infrastructure funds to set up WAFIP (secured)
- Innovation funds to attract industry participation (secured)
- Cost to deliver the WAFIP Business Concierge Services

### REVENUE STREAMS
- Lease arrangements
- Services fee from tenants
- Branding & Trademark revenues, Digital SME FoodTrust – to be set aside for ongoing SoM Enterprise Support
OPERATING MODEL

✓ Lease arrangements on WAFIP facilities for 5 years (until 2026)
✓ Deliver to the core collaborators (anchor tenants) and occupants of WAFIP a Business Concierge Services Package (via the WAFIP Business Manager)
✓ Execute the 5 year Enterprise Support Program (via the WAFIP Business Manager)
✓ Provide common areas facilities management services to WAFIP to include restorative maintenance, building maintenance, administrative general, regulatory testing and inspection, insurance and parks & gardens contract;
✓ Activate Phase 2 WAFIP by December 2026

What the Shire **will not do** –
≠ Operationalise the work programs for either R&D, Production or Innovation Centre
≠ Run the Production (processing) facility *e.g. Waikato’s approach of owning the product development spray dryer and providing it as a user-pays service to tenants.*
Services Offered by SOM

Business Concierge Services via the Business Manager in:

**Stage 1** – Activation – 2020 - 2021
- Business growth & scale up via *Enterprise Support Program*
- Government engagement & liaison (DPIRD, Austrade etc)
- Industry engagement & liaison (e.g. grower groups, processing and value add, domestic and export orientation)
- Ecosystem collaboration & liaison (university R&D, entrepreneurs, schools & VET, local investors etc)
- WAFIP Marketing and Communications

**Stage 2** – Launch – Operational: 2022 – 2023 & beyond
In addition to Stage 1 services,
- WAFIP Brand, Trademark and Certification
- WAFIP Digital SME FoodTrust
- Advisory & Consulting

- **Common user services**
  - Facilities Maintenance including restorative maintenance, building maintenance, administrative general, regulatory testing and inspection, insurance and parks & gardens contract;
**SWOT AGILE**

- Principle: Leverage WAFIP ‘strengths’ & ‘opportunities’ to offset or minimise ‘threats’ and ‘weakness’

- Approach:
  1. Activation: Strengthen the ‘stickiness’ of the anchor tenants with WAFIP finalising lease negotiations, advising on the development of their business plans, articulating their role and value add to WAFIP across the upstream-downstream activities;
  2. Scale: Target the use of Enterprise Support Package to (i) medium sized agrifood businesses (coalitions) (ii) seeking presence and/or association with WAFIP;
  3. Capability: Attach R&D staff and students to agrifood start-ups and small businesses to build momentum in the activation phase;
  4. Brand, Certification and Trademark: Secure commitment to create a State-backed & Austrade brand, industry certification and trademark attached to WAFIP which will propel interest in agrifood producing and servicing.
WAFIP ENTERPRISE SUPPORT PROGRAM (ESP) ACTIVATION
1. **Align overarching success imperatives** of core collaborators (anchor tenants - Murdoch University & Grow Hub) with WAFIP (and that of the DPIRD broader Primary Industries Plan);

2. DPIRD will need to be **engaged** in (through staff colocation) and with WAFIP to support the ESP activation strategy.

3. Establish an **ESP communication plan for WAFIP** to enable a market ‘pull’ lever via engagement with grower groups and medium sized enterprise that have a focus on production, innovation, diversification, value added, research commercialisation and market access;

4. Underpinned by the supply chain imperatives, and in consultation with the core collaborators and ESP Innovation Panel, **develop a prioritisation matrix** to guide the selection process of ESP applicants;

5. Leverage the ESP to fill market gaps through new startups and/or entrepreneurs (either from local, regional WA or wider Australian market). Where needed, **seek an external international catalyst** (e.g. equipment supplier or large food manufacturer) in collaboration with WA business to participate in the WAFIP and build new capability.

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**Note:** DPIRD commissioned research with GHD and Coriolis provides a reasonable snapshot of the agrifood businesses in the Perth and Peel region. WAFIP will need to further segment this market as part of the ESP Activation Strategy.
ESP ACTIVATION STRATEGY

6. In due course, following consultation with WAFIP anchor tenants, industry and government representatives, and the relevant governance committees establish a targeted ‘pull’ strategy from the market to attract ESP applicants that address specific upstream or downstream gaps and look to scale up SMEs and create innovative capabilities through new startups.

7. To ensure early successes, deploy at least 20% of the ESP in the WAFIP activation phase from 2020 – 2021.

8. Ensure a mentoring and advisory network is in place to support capability development.

9. Ensure the Enterprise Innovation Panel and the Transform Peel Strategic Advisory Board provide oversight and leadership to meet the goals and deliver success for the ESP.

10. The success of the ESP will provide insight to DPIRD and the associated governance committees to consider scaling up the ESP for a second tranche of funding. While the WAFIP experiences of the initial years will inform development of the second phase of the WAFIP, the success of the ESP will also enable the creation of a ripple effect of the ‘smart specialisation’ approach across WA.
<table>
<thead>
<tr>
<th>WAFIP Objective</th>
<th>Marketing Goal</th>
<th>Marketing Strategy</th>
<th>Key Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness of WAFIP</td>
<td>Increase the number of individuals and organisations that know WAFIP</td>
<td>Promote WAFIP through social media, web and community events</td>
<td>• Develop a WAFIP brand</td>
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<td>• Appoint agency and develop marketing/advertising campaign that achieves objectives for key target segments:</td>
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<td>• Small and Medium Enterprises, WA Agri-Food Industry, University students</td>
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<td>• Incorporate social media handle, print and digital material</td>
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<td>• Develop a dynamic WAFIP microsite</td>
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<td>• Establish WAFIP designated LinkedIn and Twitter Channels</td>
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<td>• Establish and promote database subscriptions to enable distribution of regular communication material</td>
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<tr>
<td>Industry collaboration with WAFIP</td>
<td>Increase the number of organisations seeking to locate in or engage with WAFIP activity</td>
<td>Aligned with the WA agrifood market segments, promote WAFIP activities</td>
<td>• Identify key market segments across the supply chain</td>
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<td>• Collaborate with the WAFIP anchor tenants to understand</td>
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<td>• their business needs and provide market intelligence and feedback</td>
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<tr>
<td>WAFIP as a ‘one-stop-shop’</td>
<td>Increase the stickiness of those engaged with WAFIP</td>
<td>Benchmark WAFIP with international food innovation precincts</td>
<td>• Assess the viability of a subscription model to WAFIP and the services sought by potential members</td>
</tr>
<tr>
<td>Utilisation of the Enterprise Support Program (ESP)</td>
<td>Generate steady enquiries to the ESP</td>
<td>Promote the ESP via industry networks</td>
<td>• Develop ESP related information material</td>
</tr>
<tr>
<td>Deliver impact through the ESP</td>
<td>Communicate the outcomes from the ESP – application outcomes and success stories</td>
<td>Promote the ESP</td>
<td>• Set up a dedicated ESP email address</td>
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<td>• Develop a mechanism to communicate ESP application</td>
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<td>• outcomes and ongoing updates from ESP proponents</td>
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<td>• Develop ESP case studies and stories</td>
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</table>
# INTERNAL & EXTERNAL COMMS PLAN

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Role</th>
<th>Interest</th>
<th>Channel</th>
<th>Frequency</th>
<th>Perf. Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government - DPIRD, PDC, SoM Council, Australian Govt</td>
<td>Governance Funders</td>
<td>WAFIP Activation &amp; Operationalisation</td>
<td>Governance Committee, Briefing – Written and Verbal</td>
<td>Quarterly</td>
<td>Feedback from relevant Committee Chairs &amp; members including DPIRD</td>
</tr>
<tr>
<td>Anchor tenants</td>
<td>Core Collaborator</td>
<td>WAFIP progress</td>
<td>Email, Meetings</td>
<td>Fortnightly</td>
<td>Feedback from anchor tenants</td>
</tr>
<tr>
<td>Sub-tenants</td>
<td>Industry Collaborator</td>
<td>WAFIP developments</td>
<td>Newsletter, Microsite/intranet (SoM website) purpose built for sub-tenants</td>
<td>Monthly Regular</td>
<td>Survey feedback</td>
</tr>
<tr>
<td>Grower Groups, SMEs</td>
<td>Industry Co-operators</td>
<td>WAFIP understanding of value proposition and updates, Enterprise Support Program</td>
<td>Newsletter, Social Media, Industry publications, Public facing microsite, Events at WAFIP</td>
<td>Monthly Ongoing</td>
<td>Website statistics Followers, web traffic, Database sign-ups, Sentiment monitoring, ESP interest &amp; conversion of EOIs to successful applications</td>
</tr>
<tr>
<td>WA agrifood industry</td>
<td>Community</td>
<td>WAFIP understanding of value proposition, development and updates</td>
<td>Collaboration opportunities</td>
<td>Public facing microsite</td>
<td>Events at WAFIP</td>
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<tr>
<td>Youth (University Students)</td>
<td>Community</td>
<td>WAFIP development</td>
<td>Events at WAFIP</td>
<td>Social media</td>
<td>University publications, university events including open days, expos</td>
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</tbody>
</table>
## INTERNAL & EXTERNAL COMMS PLAN (CONTD...) 

| Murray Residents and Ratepayers | Community | WAFIP developments, understanding of value proposition in terms of Shire economic development, resilience and sustainability, job creation and business opportunities | SoM social media channels and publications • Microsite • SoM website • Local media • Mainstream media | Regular especially around milestones | Sentiment Reach Website statistics |
WAFIP MILESTONES — KRA/KPIs
## Phase Based Milestones/KRAS-KPIs

<table>
<thead>
<tr>
<th>Phase</th>
<th>Timeline</th>
<th>WAFIP KRA</th>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activation</strong></td>
<td>2020</td>
<td>Business Plan</td>
<td>Signed off by SoM Council and DPIRD by October 2020</td>
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<td></td>
<td>2020</td>
<td>Design</td>
<td>Design completed by September 2020</td>
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<td></td>
<td>Build</td>
<td>Construction commences January 2021 &amp; is completed on schedule and within budget</td>
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<td></td>
<td>2020</td>
<td>Anchor Tenants</td>
<td>Lease arrangements executed by December 2020</td>
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<tr>
<td></td>
<td>2021</td>
<td>Enterprise Support Program</td>
<td>Strategies are aligned linking ESP with business plans of anchor tenants and industry need</td>
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<td></td>
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<td>Effect of targeted marketing and outreach activities on ESP enquiries</td>
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<td>Industry enquiries conversion to applications with target ESP utilisation of 20%</td>
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<td>Anchor Tenants</td>
<td>WAFIP support to the operationalisation of business plans for the tenants (KPIs as per tenant business plan)</td>
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<td>Brand, Certification &amp; Trademark</td>
<td>WAFIP brand, certification and trademark has been established; value proposition is started to gain traction with WA industry measured through feedback, social media and other relevant avenues</td>
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<td>Annual Review</td>
<td>Undertake annual review &amp; update of the WAFIP business plan</td>
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# Phase Based Milestones/KRAS-KPIs

<table>
<thead>
<tr>
<th>Operational</th>
<th>2022 - 23</th>
<th>Launch</th>
<th>WAFIP launch on schedule with at least 85% occupancy by mid-2022</th>
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<td>Operational</td>
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<td>Activities commence in R&amp;D, production, value added and service activities at WAFIP - measured by activity growth, production volume and value traded.</td>
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<td>Annual Review</td>
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<td>Undertake annual review &amp; update of the WAFIP business plan</td>
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<tr>
<td>Scale-up &amp; Growth</td>
<td>2024 – 25</td>
<td>Growth</td>
<td>Growth in activities continue, increase in tenancy interest, jobs created, GDP contribution via WAFIP</td>
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<td>Ongoing</td>
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<td>Governance</td>
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<td>Effect of tangible meeting outcomes on WAFIP progress</td>
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<td>Engagement &amp; commitment of members (80% attendance)</td>
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<td>Business Plan</td>
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<td>Half-Yearly review &amp; course correction of WAFIP Business Plan and associated financial and risk models</td>
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<td>Annual Review</td>
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<td>Undertake annual review and update of the WAFIP business plan</td>
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<td></td>
<td>Comprehensive 3-year review</td>
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<td>Undertake a comprehensive 3-year review to inform the second phase of WAFIP</td>
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</table>
GOVERNANCE OBJECTIVES

1. Deliver on the fundamental purpose set out for Transform Peel through leadership and strategy;
2. Adopt a governance approach that ensures Shire of Murray is in the best place to succeed in delivering on the vision;
3. Ensure responsibility and accountability are clearly allocated to the relevant stakeholders involved;
4. Ensure high standards of compliance, transparency and risk management in the operations of Western Australian Food Innovation Precinct;
5. Adopt sound management and operational practices in the functioning of the Western Australian Food Innovation Precinct;
6. Ensure the Western Australian Food Innovation Precinct is a vital hub to the food science, research and innovation ambition of WA.
7. Pursue innovation-led growth through positive stakeholder relationships thereby creating long term value in the Western Australian Food Innovation Precinct.
8. Ensure the collection of sufficient quantitative and qualitative data on the operations of the WAFIP, including from leaseholder operations that can comprehensively demonstrate WAFIP’s value proposition.
Three levels of Governance:

1. WAFIP Governance Committee: responsible for strategic direction and performance of WAFIP.


3. Transform Peel Strategic Advisory Board: accountable for the overall strategic direction and progress of the Transform Peel initiative.
Contact:

Dean Unsworth, CEO - Shire of Murray,
Christopher Vas, General Manager - WAFIP, Shire of Murray