



2021 - 2024

STRATEGIC PLAN





CONTENTS

2	CONTENTS
2	MESSAGE FROM THE CEO
3	OUR PURPOSE
3	OUR VISION
4	OUR VALUES
5	OUR OBJECTIVES
6	OUR STRATEGY
9	APPENDIX 1 - RATIONALE FOR OUR PURPOSE

MESSAGE FROM THE CEO

AgForce is a unique organisation that exists to advance sustainable agribusiness through serving its members.

Through an iterative writing and review process, many AgForce members and other stakeholders have crafted the strategic intent for the next period into this guiding document - our strategic plan for the period 2021 to 2024.

Our plan is purpose-led. It is designed to ensure that in everything we do our purpose guides our focus and energy. We are, by our very nature, a stakeholder centric organisation. That is one of the reasons why starting our strategic plan with a purpose, and its specific emphasis on service and commitment to all the various stakeholders that our organisation engages with, is so essential.

There remains a strong need for a peak collective representation of producers. The number and scale of opportunities for agriculture and broader agribusiness is growing. Informing/enabling policy settings and a stronger industry connection with the wider community are two examples of issues that can affect an agribusiness enterprise's future viability and sustainability that cannot be effectively dealt with at the farm or enterprise level and therefore need collective representation.

Through an absolute focus on priorities clearly laid out in this document AgForce has the best chance of effectively representing Agribusiness collectively over the next period.

Delivery of this plan will make a tangible and significant difference to all those we represent.



OUR PURPOSE

Our purpose is to Advance Sustainable Agribusiness

APPENDIX 1 – rationale for our purpose

OUR VISION

This is our vision for AgForce Queensland Farmers Limited (AgForce) in June 2024:

Sector Advancement

AgForce enables better producer outcomes, supporting the growth of efficiency, capacity, profitability, and sustainability of the industry.

Representation Leadership

AgForce is recognised as an authoritative, progressive, trusted and positive voice for industry and communities.

People and Culture Strength

AgForce will employ a highly skilled and passionate team, in paid, elected and voluntary roles, empowered by a robust governance and internal communications system. Our values attract the best in the industry to the enterprise and align with our ambitions.

Community Perception Leadership

AgForce will be respected and relevant, a trusted source of agribusiness advice to consumers, farmers, communities, and governments. AgForce shares the positive story of industry on behalf of producers.

Organisational Sustainability

AQF is sustainable and relevant, being the collective voice of members and a strong advocate for industry and community.



OUR VALUES

Credible and trusted

We value our credibility and the trust placed in us. Our high-quality activities, services and communications show that we are authentic, reliable, and trustworthy. We inspire confidence with professionalism and integrity.

Accessible and approachable

We value the connection we have with our stakeholders, particularly our members. We are dedicated to open, user-friendly, and easily understood communication. We invite and encourage interaction from our members and make sure that the channels used to reach us are convenient, pro-actively monitored, and readily available.

Committed to our community

We value and are committed to the communities in which we operate. We fight for the long-term sustainability of agriculture and regional and rural communities, knowing that they underpin the continued success of our cities, state, and country.

Passionate leadership

We value the unique, enthusiastic, and aspirational personal commitment that drives the people who work with us. We believe that authority and influence come from a commitment to serve, learn and to continually improve.

Making a difference

We value the impact we make on the lives of others. Our varied and innovative work has the power to inspire change in both practical and profound ways.

OUR OBJECTIVES

Leadership in Policy and Advocacy	<p>AgForce is the pre-eminent advocate for Queensland agricultural producers and communities.</p> <p>The organisation successfully leads policy development that influences all levels of government and on-ground outcomes.</p> <p>We are the recognised reference point for government, opposition, industry and media on agribusiness.</p>
Strengthening Internal Cohesion	<p>AgForce is a recognized reference point for a multi-region multi commodity agribusiness advocacy group.</p> <p>The organisation uses contemporary governance frameworks and a shared services model that puts the</p> <ul style="list-style-type: none"> • member, • member value proposition, • industry and, • community <p>at the heart of its decision making.</p>
Compelling Member Value Proposition	<p>AgForce serves at the behest of members and community to provide financial and non-financial benefits through collective representation.</p>
Inspiring Culture	<p>AgForce engages a highly skilled and passionate team, both in paid and non-paid positions.</p> <p>The organisation empowers the team through a robust governance and strong communications framework.</p> <p>Our values and culture are robustly developed, recognised externally, and attract the best in the industry.</p>
Growing External Influence	<p>AgForce has a growing influence and impact on young people, urban dwellers, other advocacy groups and other government and non-government organisations.</p>

OUR STRATEGY

		STRATEGIES	
		CORE BUSINESS	FUTURE BUSINESS
OBJECTIVES	Leadership in Policy and Advocacy	<ul style="list-style-type: none"> • Prioritise and continue to invest in the strength and core capabilities of the policy team – both staff and volunteer roles. • Build a policy team plan that includes thinking through non-traditional and collaborative approaches to policy development. • Use our strengthening communications and systems (HUB) capabilities to make our policy work more visible and accessible externally. • Strengthen linkages with influencers and decision makers in government and non-government organisations at local, state, and federal level. 	<ul style="list-style-type: none"> • Seek and generate opportunities to build and cement our reputation as the authoritative reference point for agribusiness. • Proactively provide thought leadership to policy development and encourage a culture that challenges the status quo in an uncertain world. • Develop and nurture broader traditional and non-traditional policy development ecosystems domestically and internationally. • Build an in-house analytics capability to allow deeper analysis of trends and potential trends supposing different policy outcomes. • Integrate on ground program development (e.g., AgCarE) with external market opportunity (financial and non-financial) and align to policy and advocacy opportunities and member value and community opportunity.

		STRATEGIES	
		CORE BUSINESS	FUTURE BUSINESS
OBJECTIVES	Strengthening Internal Cohesion	<ul style="list-style-type: none"> Invest in shared services capabilities and access to those capabilities for all areas of the organisation including volunteer and elected positions, staff roles, commodities, regions, and committees. Build a weekly, monthly, and quarterly cadence that allows the formal and informal interactions necessary between all elements of the organisation. Integrate all internal processes and capabilities with the ongoing systems capabilities development. Refresh organisational values, use those to guide our interactions and continue to encourage a safe environment for challenging conversations and strengthening collaboration. 	<ul style="list-style-type: none"> Challenge existing structures and ways of work as broader national review of advocacy and lobbying concludes.
	Compelling Member Value Proposition (MVP)	<ul style="list-style-type: none"> Invest in a fully revamped and refreshed set of member communication and engagement collateral and processes. E.g. <ul style="list-style-type: none"> Membership Prospectus Annual Report ACTION Newsletter Social Media Channels ENVOY Clearly identify and regularly publish the financial and non-financial benefits of our work on behalf of members. Formally integrate feedback mechanisms such as quick surveys at all member functions, Regional Managers member calls, etc to better ensure the voice of the member is always at the forefront of prioritisation and work allocation. Use growing data set to regularly challenge and reset elements of MVP. 	<ul style="list-style-type: none"> Develop new business model options and think through emerging new approaches to further strengthening our MVP, for example a strengthened segmentation approach. Consider segmentation options (size, commodity, region, etc) during this plan period for possible adoption in 2024 - 2027 plan. Develop a more formal engagement model with like-minded overseas organisations to keep close to emerging trends abroad.

		STRATEGIES	
		CORE BUSINESS	FUTURE BUSINESS
OBJECTIVES	Inspiring Culture	<ul style="list-style-type: none"> Refresh our organisational values and continue to have them at the heart of our behaviours and approach to work. Develop and formalise a hiring policy that prioritises values and cultural fit and motivation in the hiring decision. Protect, regularly review and engage staff and elected's in organisational policy and governance settings. Hold strong governance and supportive structures as organisational non-negotiables. Hold a flat organisational structure and give as many opportunities (formally and otherwise) for all staff to engage with elected's, volunteers and members as possible. 	<ul style="list-style-type: none"> Contemplate and record future work model thoughts and review applicability to AgForce.
	Growing External Influence	<ul style="list-style-type: none"> Integrate our existing but disparate internal capabilities in this area into one unit to be charged with driving this objective forward. Complete a new Communications, Community Engagement and Media plan that has at its core a step change in our approach and focus in this area. Design and launch a formal volunteer army of people in urban and regional Queensland who are willing to represent AgForce and industries story in their local community and put a support structure around this group. Make better use of our volunteer and elected roles and non-traditional channels in engaging the wider community on behalf of industry. 	<ul style="list-style-type: none"> Develop organisational thinking that contemplates a post COVID world and new non-traditional ways of influence. Use it in thinking through investment and structural opportunities in the organisation over the planning period.

APPENDIX 1 – RATIONALE FOR OUR PURPOSE

Our purpose is to Advance Sustainable Agribusiness

Advance

It means to move forward, improve, progress, accelerate; but also foster, support, suggest, scaffold - it includes both direct and passive modes of influence. It is broad enough to place all our activities under - from policy development, to advocacy, to tangible business services - and succinct enough to describe the impact we make. It is also aspirational and abiding; no matter where we are we can do better.

Sustainable

Is at the heart of everything we do; sustainable land, food, communities, farming families, relationships, partnerships, financial performance, etc. Without the natural environment, we wouldn't have anything to grow. Our members work hard to balance competing tensions and provide food and fibre in an atmosphere of increasing constraints. Similarly, we work hard at AQF to ensure we have a sustainable organisation to support our members into the future.

Agribusiness

The portmanteau, only coined in the 1950s, combines agriculture and business. The youth of the word signals our capacity for originality and innovation. The combination; our penchant for stakeholder collaboration and synthesis of complex policy positions.

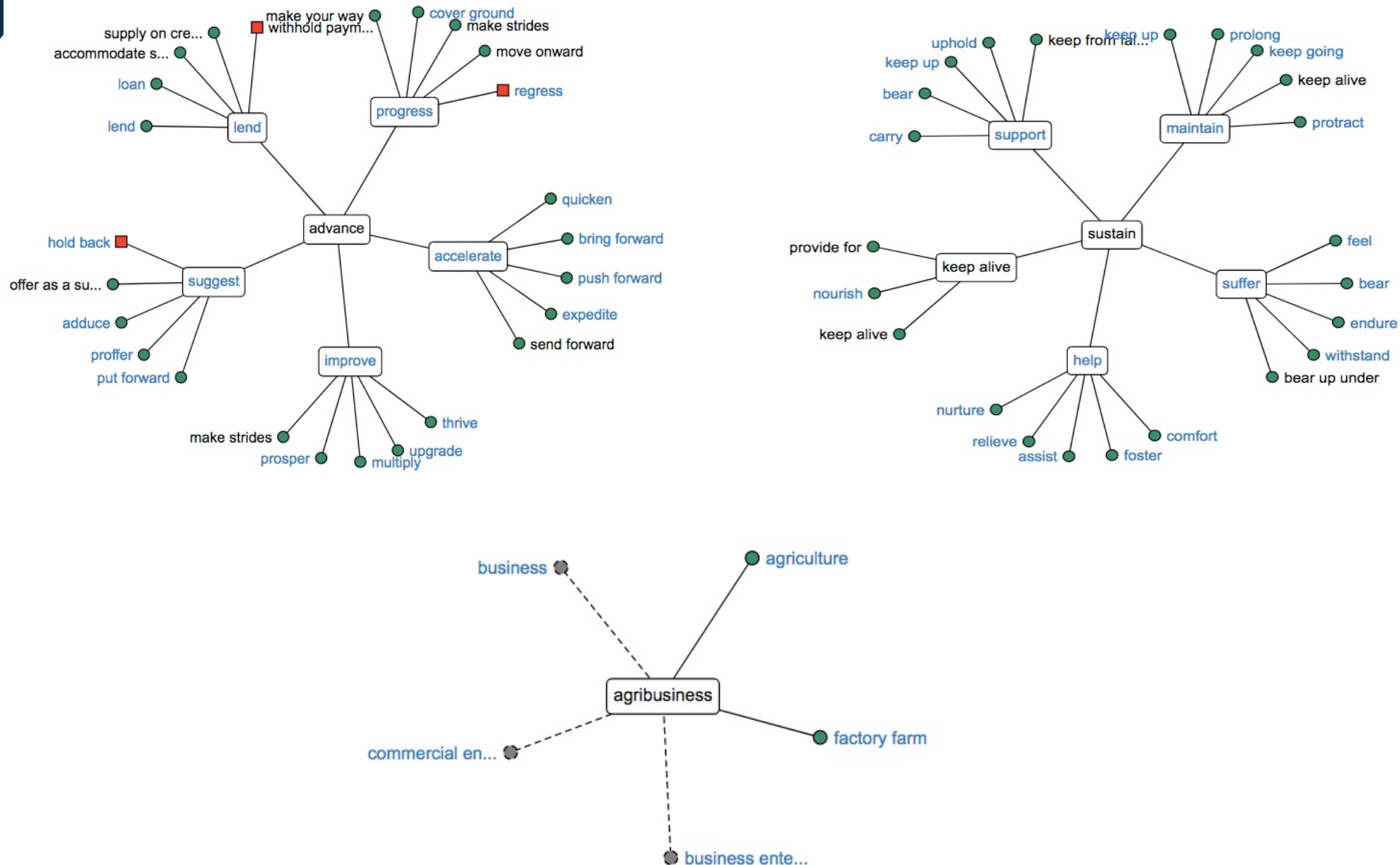
Agribusiness is better than just agriculture, not merely because of its brevity and elegance as part of our two-word purpose statement, but because it has both clear application and wide-scale buy-in potential. We can all appreciate the link between the land, commerce and the end consumer. While there might be concerns about the potential for business to exploit agriculture, the amalgam places them side-by-side, reflecting AgForce's holistic understanding of and commitment to, shared value and sustainability.

Taken Together

Significantly, there is great advantage (commercial success) in advancing sustainable agribusiness and the statement is intuitive enough to be meaningful for stakeholders inside and out of the business.

The brevity of the statement ensures easy stakeholder penetration and memorability and streamlined internal alignment. It is easily implementable and neatly sits above the vision and goals as informing why the different prongs of operations are necessary - they all advance sustainable agribusiness.

Lastly, the scope is open. AQF could continue to just serve the stakeholders of Queensland; we could open-up the kinds of agricultural producers we admit into the organisation; we could focus our services further down the supply chain.



STRATEGIC PLAN

2021 - 2024

AgForce Queensland Farmers Limited

ABN 57 611 736 700

Second Floor, 110 Mary Street, Brisbane, Qld, 4000
PO Box 13186, North Bank Plaza, cnr Ann & George St,
Brisbane Qld 4003

Ph: (07) 3236 3100

Fax: (07) 3236 3077

Email: agforce@agforceqld.org.au

Web: www.agforceqld.org.au

