



AGFORCE

2018- 2021

STRATEGIC PLAN

Prepared with assistance from



February 2018

CONTENTS

MESSAGE FROM THE CEO	1
OUR PURPOSE	2
OUR VISION.....	2
OUR OBJECTIVES.....	3
OUR STRATEGY.....	4
OUR GOALS	7
APPENDIX 1 – Rationale For Our Purpose.....	13

MESSAGE FROM THE CEO

AgForce is a unique organisation that exists to advance sustainable agribusiness.

Through a powerful five month writing and review process, many hundreds of AgForce members and other stakeholders have crafted its strategic intent for the next period into this guiding document - our strategic plan for the period 2018 to 2021.

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 has never been a stronger need for a peak collective representation of farmers. The number of things that threaten a farming operation or other agribusiness enterprise's future viability and sustainability that cannot be effectively dealt with at the farm or enterprise level has never been greater.

Through an absolute focus on priorities clearly laid 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 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 (AQF) in June 2021:

Sector Advancement

AQF enables better farmer and landholder outcomes, growing the efficiency, capacity and sustainability of the farming sector, through innovation and leadership.

Advocacy

AQF will be the united advocate for Queensland agricultural producers, successfully leading policy development - and abolishment where necessary - that influences all levels of government to support sustainable farming and is so effective at producing positive bipartisan impacts that our advice and policy positions are favoured by governments and underpin legislation development.

Membership

AQF will celebrate 10,000 members.

People and Culture

AQF will employ a highly skilled and passionate team, both in paid and voluntary positions from the Board and Executive and throughout the entire organisation, empowered by a robust internal communications system. This will be evidenced by increased engagement and effectiveness. Our values attract the best in the industry to the enterprise and align with our ambitions.

Community Perception

AQF will be respected and relevant, a trusted source of agribusiness advice to consumers, farmers and governments globally, linking consumers and farmers through information and events, leveraging our value to potential partners through positive relationships and reach.

Organisational Sustainability

AQF will be financially sustainable, with revenues increased from 2017 by more than 100% through a range of revenue streams - including developing the Natural Capital Portfolio (e.g. mapping & expansion of BMP programs), securing corporate partnerships, expanding our membership base and working assets harder.

OUR OBJECTIVES

<p>Increase Awareness, Education and Engagement</p>	<p>Our communications and education activities enable members, potential members, partners, potential partners, consumers, industry, government and other stakeholders to understand and engage with:</p> <ul style="list-style-type: none"> • the importance of agribusiness • the pivotal role AQF plays as the peak body in protecting and advancing sustainable food and fibre production, and • Queensland's natural environment and communities <p>Additionally, we align with Not for Profit organisations that fit with our values and purpose.</p>
<p>Enhance Member Value Proposition</p>	<p>The services we provide equip members for best practice operation. The value of our membership structure and offerings, including:</p> <ul style="list-style-type: none"> • our policy leadership • our unified and informed approach to the threats and opportunities facing our members and our industry • our passion to deliver member value • the benefits offered by our partners • our tailored services and • our membership fees <p>encourage complete participation from all eligible farmers. In fact, there is no eligible farmer in Queensland who is not proud to be an AQF member.</p>
<p>Demonstrate Policy Leadership</p>	<p>We are the recognised reference point for government, opposition, industry and media on agribusiness.</p> <p>We are trusted by our members and other stakeholders to lead legislative reform and proactively push for fair and sustainable policy.</p>
<p>Prioritise People and Culture</p>	<p>Our team is structured to deliver on our strategic purpose and priorities and our culture attracts, excites, empowers and rewards those who proactively contribute within and beyond their role. We will develop a set of organisational values that drive and support our culture.</p>
<p>Deliver Sustainable Operations and Growth</p>	<p>We have diversified and grown our revenue streams and strengthened our capacity through outcome-based policy leadership, recognising and responding to opportunities and risks, optimising our operations, strengthening our value propositions and holding our members at the heart of everything we do.</p>

OUR STRATEGY

		STRATEGIES	
		CORE BUSINESS	FUTURE BUSINESS
OBJECTIVES	Increase Awareness, Education & Engagement	<ul style="list-style-type: none"> • Create a communications strategy tailored to each stakeholder <ul style="list-style-type: none"> ○ Digital - build the digital strategy and commit the capital expenditure to implement (database, website, CRM, multi user-interfaces) based on genuine enterprise requirements ○ Non-digital communications ○ PR and media ○ Marketing and advertising ○ Events • Build internal capacity to execute the communications strategy and extract the latent value from existing and new assets and resources 	<ul style="list-style-type: none"> • Access, interpret and share relevant baseline data and other research that has implications for agribusiness • Engage in national and international agribusiness events and thought leadership
	Enhance Member Value Proposition	<ul style="list-style-type: none"> • Analyse current membership, identify logical segments and build Member Value Propositions by segment • Build a Service Proposition for members for every interaction and touch point with AQF • Develop a succinct way of communicating Member Value Propositions with quantitative & qualitative metrics and case studies that highlight value created • Review membership structure, fees, payment, renewals, systems and processes • Measure and report on member satisfaction and retention • Articulate our partnership strategy to review existing partnerships, establish a request for proposal (RFP) template, identify and recruit target partners, nurture partner relationships and measure and report on partner satisfaction and benefits delivered to members 	<ul style="list-style-type: none"> • Establish a mechanism for identifying emerging risks and opportunities and tailor services to suit • Develop a program for investment and support that equips members to identify, achieve and maintain best practice • Prioritise activities that engage the next generation of agribusiness leaders and innovators • Build into the culture of AQF an obsession with creating member value at every interaction

		STRATEGIES	
		CORE BUSINESS	FUTURE BUSINESS
	Demonstrate Policy Leadership	<ul style="list-style-type: none"> Invest in, strengthen and broaden core capabilities in policy team Improve systems of internal communications so all staff understand current areas of focus Build a collaborative policy strategy with corporate partners and stakeholders Ensure policy committees and groupings are recognised and resourced effectively Make our policy work more visible and accessible including documenting and distributing our policy on every issue that impacts our members. Ensure policy is understandable to members 	<ul style="list-style-type: none"> Collect, analyse and leverage data as a tool to enhance our policy leadership Proactively provide thought leadership to policy development and encourage a culture that challenges the status quo in an uncertain world Seek and generate opportunities to build and cement our reputation as the authoritative reference point for agribusiness
	Prioritise People & Culture	<ul style="list-style-type: none"> Refresh our company values and create a code of conduct that encourages the culture of a high performing team and an obsession with member value Match our internal capabilities to our strategic priorities Implement a communication and engagement system that aligns with the values and aspirations of the organisation 	<ul style="list-style-type: none"> Initiate a training and development plan for every individual in the organisation Initiate career path and succession planning from the AQF Board down

		STRATEGIES	
		CORE BUSINESS	FUTURE BUSINESS
	Deliver Sustainable Operations & Growth	<ul style="list-style-type: none"> • Increase revenue from sponsorships and special projects that clearly align with our purpose and core member benefit • Invest in the most effective and efficient reporting, compliance and decision-making systems fit for AQF's purpose (ie, HR, WH&S, finance, governance, reporting/audit, CRM, legal, website, marketing, backup and redundancy) • Complete an explicit strategy to double membership within the planning period • Drive continuous improvement and enhanced efficiency and effectiveness into our administration and support services 	<ul style="list-style-type: none"> • Identify new sources of revenue (e.g., aggregating and selling data, ad space, etc) • Explore opportunities to create shared value

OUR GOALS

<p>Increase Awareness, Education & Engagement</p>	<p>Our communications and education activities enable members, potential members, partners, potential partners, consumers, industry and government and other stakeholders to understand and engage with:</p> <ul style="list-style-type: none"> • the importance of agribusiness and • the pivotal role AQF plays as the peak body in protecting and advancing sustainable food and fibre production • Queensland’s natural environment and communities <p>Additionally, we align with Not for Profit organisations that fit with our values and purpose</p>	
INTENTION	GOAL	KPI
<p>Ensure the broader community understands the importance of agribusiness and AQF is positioned as good corporate citizens</p>	<p>Establish a benchmark of awareness and sentiment and achieve year on year improvement. Align with relevant Not for Profit organisations.</p>	<ul style="list-style-type: none"> • Public awareness and sentiment towards agribusiness • Community recognition of agriculture playing its part in supporting viable Queensland communities
<p>Create communications strategy</p>	<p>Create communications strategy by 30.4.18 that includes digital and non-digital and through an enterprise & user requirement exercise clearly identifies enablers across database, website, CRM and multi user and other interfaces.</p>	<p>Communications strategy created Y/N</p>
<p>Build internal capacity to execute the communications strategy and extract the latent value from our existing assets and resources</p>	<p>Put in place organisation structure and capabilities to deliver the strategy by 30.6.18</p>	<p>Structure and capabilities in place Y/N</p>
<p>Use events to engage, educate and connect partners and members</p>	<p>Refresh the events strategy and calendar</p>	<ul style="list-style-type: none"> • Event participation #s • Participant feedback • Partner feedback • Regional footprint • % of potential members in attendance converted to members • Core member satisfaction
<p>Use PR as a strategy to increase awareness</p>	<p>Generate ‘free’ and favorable media publicity</p>	<p>Media value created</p>

OUR GOALS continued

<p>Increase Awareness, Education & Engagement continued...</p>	<p>Our communications and education activities enable members, potential members, partners, potential partners, consumers, industry and government and other stakeholders to understand and engage with:</p> <ul style="list-style-type: none"> • the importance of agribusiness and • the pivotal role AQF plays as the peak body in protecting and advancing sustainable food and fibre production • Queensland’s natural environment and communities <p>Additionally, we align with Not for Profit organisations that fit with our values and purpose</p>	
INTENTION	GOAL	KPI
Drive traffic to the website	Achieve year on year growth of visitor numbers	<ul style="list-style-type: none"> • Website visitor #s • Website unique visitor #s
Participate in national and international agribusiness events and thought leadership	Secure public opportunities to demonstrate thought leadership	# of public opportunities where thought leadership was demonstrated
Understand and increase our brand equity/value	Determine criteria for measuring our brand value and create a benchmark	Growth in brand value

Enhance Member Value Proposition	<p>The services we provide equip members for best practice operation. The value of our membership structure and offerings including:</p> <ul style="list-style-type: none"> • our policy leadership • our unified and informed approach to the threats and opportunities facing our industry • the benefits offered by our partners • our tailored services • our membership fees and • our obsession with member benefit and member value <p>encourage complete participation from all eligible farmers. In fact, there is no eligible farmer in Queensland who is not proud to be an AQF member.</p>	
	INTENTION	GOAL
Increase our understanding of our current membership	Segment existing database by 31.3.18	Segmentation complete
Clarify, enhance and communicate our Member Value Proposition	<ul style="list-style-type: none"> • Define value proposition for member segments 30.6.18 • Define Service Proposition 30.6.18 • Communicate Propositions 30.9.18 	<ul style="list-style-type: none"> • Proposition defined • Member Value Proposition on website, brochure/s, presentation materials and select advertising
Remove the barriers to entry to attract more members	Lift membership value faster than member fees	Average member value defined and lifting faster than member fees
Retain existing members	Retain 100% of eligible members	100% Member retention rates
Create remarkable value for our members	Benchmark and lift member satisfaction	Member satisfaction
Be the peak body for all eligible farmers	Source data to validate and benchmark our membership opportunity in land mass and numbers	<ul style="list-style-type: none"> • % of eligible members signed up • % of eligible land under membership
Utilise partners as a means of creating additional value for members	<ul style="list-style-type: none"> • Create partnership strategy by 31.3.18 • Retain value-creating partners • Gain new partners 	<ul style="list-style-type: none"> • Partnership strategy created Y/N • Partner satisfaction rates • Growth in revenue from partnerships
Create an irresistible Member Value Proposition	Clearly articulate the Member Value Proposition in quantitative and qualitative terms	<ul style="list-style-type: none"> • Net benefit to members • Growth in net benefit
Equip our members to achieve and maintain best practice	Benchmark and grow the % of member hectares under BMP by 10% pa	<ul style="list-style-type: none"> • Annual % lift in member hectares under BMP

OUR GOALS continued

<p>Demonstrate Policy Leadership</p>	<p>We are the recognised reference point for government, opposition, industry and media on agribusiness.</p> <p>We are trusted by our members and other stakeholders to lead legislative reform and proactively push for fair and sustainable policy.</p>	
INTENTION	GOAL	KPI
Proactively table new policy suggestions that will advance agribusiness	<ul style="list-style-type: none"> • Lead and be recognized as the leader of policy development that advances agribusiness 	<ul style="list-style-type: none"> • % of AQF policy suggestions adopted by government and other decision makers • Qualitative and quantitative impact of policy 'wins'
React swiftly, comprehensively and compellingly to policy issues important to members	<ul style="list-style-type: none"> • Government actively seeks AQF's opinion • See members' wishes reflected in new/amended policy 	<ul style="list-style-type: none"> • % of AQF policy suggestions adopted by government • Qualitative and quantitative impact of policy 'wins'
Have a seat at the table at all government and non-government policy forums relevant to members	<ul style="list-style-type: none"> • Be recognized as a credible voice on policy that affects agribusiness 	<ul style="list-style-type: none"> • Engagement rates at forums • Elevate the agricultural portfolio and its importance to Queensland • Govt integrates agricultural policy development across all departments
Have a dynamic prioritisation process to ensure limited resources are focused on the highest priority member issues	<ul style="list-style-type: none"> • Extract best core member benefit from a limited and constrained resource (the policy team) 	<ul style="list-style-type: none"> • Member feedback shows we are focused on right issues • Priority policy areas are covered
Make our policy work more visible and accessible	<ul style="list-style-type: none"> • Document and distribute our policy on every issue that impacts our members 	<ul style="list-style-type: none"> • All policies documented and distributed

<p>Prioritise People & Culture</p>	<p>Our team is structured to deliver on our strategic purpose and priorities and our culture attracts, excites, empowers and rewards those who proactively contribute within and beyond their role.</p>	
<p>INTENTION</p>	<p>GOAL</p>	<p>KPI</p>
<p>Reinforce values of the organisation, assist alignment to people and culture objectives, and member expectations</p>	<p>Refresh company values by 31.3.18</p>	<p>Values refreshed Y/N</p>
<p>Enhance our employment brand</p>	<p>Create code of conduct by 30.6.18</p>	<p>Code of conduct created Y/N</p>
<p>Match our internal capabilities to our strategic priorities and build our employment and engagement brand for paid and elected roles</p> <p>Support our Service Proposition/Brand Guarantee</p>	<ul style="list-style-type: none"> • Review and refresh role descriptions for everyone in the business 30.4.18 • Have a strategically aligned Executive Team and broader structure in place by 30.6.18 • Initiate a training and development plan for every individual in the organisation by 31.12.18 • Initiate career path and succession planning from the AQF Board down by 30.6.19 • Review and enhance employment proposition 	<ul style="list-style-type: none"> • Role descriptions updated Y/N • Executive Team in place and broader structure finalised Y/N • Training and development plans in place Y/N • Career path and succession plans in place Y/N • Roles and remuneration review complete Y/N
<p>Develop a more strongly informed and engaged workforce</p>	<p>Implement and promote a constructive communications system (formal and informal)</p>	<ul style="list-style-type: none"> • Communications calendar • Staff participation in communication systems • Annual staff engagement survey results
<p>Encourage and support a cultivate of a high performing team and obsession with member value</p>	<ul style="list-style-type: none"> • Our leaders model and clearly communicate our culture, values and strategy • Be recognised as the best performing State Farming Organisation • Create a disproportionate increase in the value created for members relative to any increase in staffing costs 	<ul style="list-style-type: none"> • Leaders' performance reviews • Team feedback • Qualitative feedback from industry stakeholders • Ratio between staffing costs and lift in member value

OUR GOALS continued

Deliver Sustainable Operations and Growth		
INTENTION	GOAL	KPI
We have diversified and grown our revenue streams and strengthened our licence to operate through outcomes-based policy leadership, recognising and responding to opportunities and risks, optimising our operations, strengthening our value propositions and holding our members at the heart of everything we do.		
Strengthen and diversify our revenue line in absolute terms	<ul style="list-style-type: none"> • Double revenue from 2017 baseline by 2021 • Increase revenue from sources other than membership fees 	<ul style="list-style-type: none"> • Total revenue \$ • Revenue growth % • % of non-membership revenue (from baseline of current membership)
Complete an explicit strategy to double membership within the planning period	<ul style="list-style-type: none"> • Double membership numbers from 2017 base 	<ul style="list-style-type: none"> • Membership doubled Y/N • Growth in membership numbers
Invest in the most effective and efficient reporting, compliance and decision-making systems fit for AQF's purpose (ie, HR, WH&S, finance, governance, reporting/audit, CRM, legal, website, marketing, backup and redundancy)	<ul style="list-style-type: none"> • Specify AQF's operating systems requirements by 30.6.18 • Complete tender process for new/improved systems by 30.9.18 • Implement new systems between 30.9.18-30.6.19 	<ul style="list-style-type: none"> • Milestones reached Y/N • Measurable operating improvements across all functions
Turn the strategy into action	<ul style="list-style-type: none"> • Complete an annual Operating Plan by end June each year to execute on the Strategic Plan 	<ul style="list-style-type: none"> • Operating Plan complete Y/N
Develop our capacity for recognising and responding to both opportunity and risk.	<ul style="list-style-type: none"> • Update and broaden the Risk Matrix to explicitly include opportunity and risk by 30.6.18 	<ul style="list-style-type: none"> • Risk and Opportunity Matrix created Y/N
Explore ways to create shared value	<ul style="list-style-type: none"> • Make shared value creation a deliberate part of what we do 	<ul style="list-style-type: none"> • To be defined case by case

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.

Runners Up

Advance Sustainable Agribusiness was the highest voted purpose statement by those in attendance at our Strategy Workshop in 2017 (Board, Policy Chairs, Leadership Team).

The next most popular statements were:

1. Create a thriving future for QLD farmers
2. Secure tomorrow's farms today
3. Advance rural QLD
4. Advance broadacre agriculture
5. Connect consumers with sustainable farmers

Naming Queensland, or indeed only rural Queensland, in the purpose is severely restricting to future growth. Not just limiting strategic planning for future revenue streams, it also undermines the potential for future clients and stakeholders to see themselves in the purpose. The same is true of 'broadacre'.

'Create a thriving future' is too vague and full of buzzwords. The inclusion of the stakeholder group 'for farmers' may be accurate but does not reflect the wider value that AQF seeks to create for a long list of stakeholders, from government to partners and the wider agricultural sector.

'Secure' is oppositional - it assumes an environment of insecurity and while perhaps reflective of members' concerns, might threaten other stakeholders that AQF seeks to work with.

While it is a goal of AQF to connect consumers with farmers, it is not the main reason the organisation exists. AQF is not (currently) in the business of brokering deals between farmers and consumers, but rather operating at a higher level to create an ecosystem that empowers farmers - and consumers by inference.

The next eleven most popular purpose statements suggested were as follows:

1. Protect the future of all things great and small
2. Value the people who feed the world
3. Enable the farmers to feed and clothe the world
4. Advocate and advance rural Queensland
5. Advocate for fair
6. Help farmers succeed
7. Advocate outcomes for Queensland farmers
8. Promote and support sustainable agriculture
9. Support the stewards of the land
10. Lead sustainable agriculture production
11. Lead the need to feed

While helpful in understanding AQF's reasons for existing, none of these encompass all the themes necessary and where they are wide in their scope, they are too vague to offer a meaningful idea of what AQF actually does. The following word clouds provide further definitive meaning to the words chosen as part of AgForce's purpose.



