

# 2022-25 Strategic Plan



[www.afia.org.au](http://www.afia.org.au)

# ABOUT AFIA

## Our role

The Australian Fodder Industry Association (AFIA) is the independent, national peak body for Australia's fodder industry.

In broad terms, we consider fodder to mean hay and silage but more specifically our industry encompasses cereal hay (oats, wheat, barley), straw, pasture hay (often referred to as alfalfa), vetch hay, and silage (fodder prepared by compressing and fermenting green forage crops under anaerobic conditions).

While Australia certainly has a number of farmers for whom fodder production is their main enterprise, almost every farmer touches fodder regardless of their farming system or enterprise including grain, livestock, horticulture, equine and poultry.

Since our establishment in 1996 our network of members, sponsors, supporters and engaged participants has worked for over 25 years to help the fodder industry grow.

## What is a national peak body?

A national peak body is a non-government entity whose membership consists of individuals and/or organisations with a shared purpose.

Peak bodies advocate on behalf of their membership by providing feedback on government policies and regulations, lobbying on particular issues impacting their members/sector, conducting research, analysing data and raising the image and profile of their membership through the media. A peak body also serves its members by providing information, support, data analysis and services to its members.

Peak bodies, like AFIA, are not-for-profit providing for membership fees and revenue to be redirected back into supporting initiatives for the membership.

They are also "apolitical" meaning that they are not aligned with any political party, allowing them to act independently in representing the needs and interests of their members.

## Our vision

A growing customer base with strong confidence in the Australian fodder industry's products and delivery.

## Our mission

To connect everyone who touches fodder (across both industry and government) through a central hub to 'seize and solve' – seize opportunities and solve challenges – to grow the industry.

## Our values

- **Collaborate** – we welcome passion and diverse views and leverage collective experience and wisdom.
- **Challenge** – through strategic thought leadership we will challenge the status quo, discuss and debate, and drive change where it is needed.
- **Communicate** – we will be open and transparent, make evidenced-based decisions and communicate our reasons.
- **Accountable** – we will own our actions and be responsible for outcomes.
- **Quality** – we will do our job well, drive continual improvement, and get it right.
- **Fun** – we belong to a great industry! We will learn and grow with others and have fun along the way.

## Strategic priorities

We will deliver our 2021-25 strategy under three strategic priorities:

1. Connect – connecting all players.
2. Support – supporting participants.
3. Improve – improving the outcomes.

# STRATEGIC PRIORITIES

## PRIORITY ONE: CONNECT



- **Link:** AFIA will establish and facilitate strong connections with everyone who touches fodder.
- **Listen:** AFIA will listen and understand the needs of participants to drive all-of-industry solutions.

### What will we do?

- We will reach out to and connect all those who touch fodder and create a central hub across and including:
  - Commodity producers, industry groups, processors and sellers of/for: fodder, grain, livestock, dairy, poultry, pigs, horticulture, equine.
  - Marketers: domestic and export.
  - Manufacturers and retailers of supplies and equipment including chemical inputs, fertilisers, inoculants, twine, silage wrap, seed, storage and machinery.
  - Service providers: agronomists, extension providers, hay contractors, transporters.
  - Federal and State Government departments including agriculture, trade, environment, human services and science.
  - Research and Development agents including Federal and State Departments of Agriculture, rural research and development corporations, farming systems groups and scientific agencies.
  - Fodder testing laboratories
- We will listen to gain a deeper understanding of the work, needs and challenges of all participants, to seek to provide solutions.

## PRIORITY TWO: SUPPORT



- **Science:** AFIA will seek industry-relevant and coordinated R&D which delivers tangible benefits.
- **Share:** AFIA will share learnings and information through a variety of platforms.
- **Story telling:** AFIA will package information in an easy-to-read format, to suit the needs of different target audiences for learning, advocacy and promotion.

### What will we do?

- We will seek to undertake a stocktake of all fodder-related R&D underway in Australia to ensure targeted and efficient investments, greater collaboration, and informed input to ensure relevant outputs.
- We will improve the timeliness of our communication and utilise multiple platforms, including our premier events the National Fodder Conference and the Fodder Festival, to share ideas and exchange information.
- We will generate and analyse industry data and make information more accessible to all.



## PRIORITY THREE: IMPROVE



- **Profitability:** AFIA will drive ongoing improvements to realise the value of fodder and increase profitability.
- **Performance:** AFIA will improve our organisational value proposition, through relevant outputs and deliverables, to achieve financial stability.

### What will we do?

- We will focus our attention on the following areas of improvement across the industry to grow profitability:
  - Human capability
  - Market access
  - Safety
  - Sustainability
  - Quality
  - Traceability
- At an organisational level, AFIA will improve its value proposition to increase its member and supporter base and attract new projects and business partners.



## SUCCESS IN 2025

What will success look like?

<b>Connect</b> 	Those who touch fodder <b>are connected</b> via AFIA's central hub.
	Our <b>network sees value</b> in engaging in and with the hub.
	Participants have a greater understanding of the role others play and are <b>engaged in the delivery of whole-of-industry solutions</b> .
<b>Support</b> 	<b>Fodder R&amp;D investments:</b> <ul style="list-style-type: none"> <li>• Are detailed in a central point and accessible to all.</li> <li>• Are targeted and relevant, collaboration across industries is strong, and duplication is removed.</li> <li>• Are supported by the relevant representatives whose input has been incorporated.</li> </ul>
	Our communication outputs are <b>well utilised</b> and our events well attended and supported by an engaged audience.
	Our information is in <b>high demand</b> and we are sought out to provide it.
<b>Improve</b> 	Our sector has improved access to the skilled <b>human resources</b> required and has identified mechanisms to attract newcomers and the next generation.
	We have expanded our <b>markets</b> , underpinned by best practice systems.
	We have achieved <b>zero injuries and workplace fatalities</b> in 2025.
	Fodder <b>elements are included in existing sustainability frameworks and we are on the way to achieving targets</b> , particularly on issues such as waste products.
	We have <b>clear, measurable, uniform quality metrics</b> which are nationally recognised and supported, allowing customers to source products which meet their needs.
	The <b>importance of traceability and biosecurity are recognised</b> across our industry and uniform traceability systems are in place across our export and domestic markets.