

**2024 - 2027**



# **STRATEGIC PLAN**





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# MESSAGE FROM THE CEO, MICHAEL GUERIN



AgForce is a unique organisation that is:

## 'The Leading Voice for Queensland Producers'

Through a consultative and iterative process undertaken in early 2024, AgForce members and other stakeholders have contributed to the strategic intent for the next three-year period captured within this guiding document - AgForce Strategic Plan for the period July 2024 to June 2027.

Our plan is purpose-led through our commitment to the objects in our Constitution:

*The Company's object is to pursue the charitable purpose of promoting and supporting agriculture across Australia and stewardship of the land by:*

- a.) *Representing farmers and graziers on issues of common concern with other industry associations and commercial interests that may impact sustainable agriculture.*
- b.) *Liaising with and making representations to any government or authority, whether at federal, state, or local*
- c.) *authority level of otherwise to protect or further the interests of agriculture.*
- d.) *Providing farmers and graziers with a range of training opportunities designed to improve business, environmental and production skills.*
- e.) *Co-ordinating, disseminating and reporting on information which is of common interest to farmers and graziers and coordinating and reporting on specific information from the Commodity Councils on common issues.*
- f.) *Identifying, coordinating and progressing research and development activities utilising funding and expertise from both government and private agencies on common issues; and*
- g.) *Marketing and promoting rural industries and agriculture across a wide spectrum of forums at state, national and international levels.*

The Strategic Plan is designed to ensure that in everything we do our purpose guides our focus and energy. We are, by our very nature, a member driven organisation. This forms the foundation and purpose of the strategic plan with specific emphasis on service and commitment that is essential in all our organisational engagement with our various stakeholders.

As we celebrate our 25-year anniversary of the bring together of three state farming organisations, the need for a peak collective representation of producers at a State level remains stronger than ever.

The number and scale of opportunities for agricultural producers and their commercial enterprises is growing. Informing and enabling State and Federal policy settings through a stronger industry connection with the wider community are core to being able to influence issues that may affect producer's future viability and sustainability. The complexity of these issues is such that they cannot be effectively dealt with at the farm or enterprise level and therefore need collective representation.

Through an absolute focus on priorities clearly identified in this document AgForce will continue to effectively represent and lead advocacy for and on behalf of our producers and agriculture industry.

Delivery of this plan will ensure AgForce makes a tangible and significant difference to all those we represent as:

## The Leading Voice for Queensland Producers

*Michael Guerin - CEO*

*AgForce Queensland Farmers Limited*



## OUR PURPOSE

# *The Leading Voice for Queensland Producers*

## OUR VISION

### SECTOR ADVANCEMENT

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

### REPRESENTATION LEADERSHIP

AgForce remains the recognised authoritative, progressive, trusted and positive voice for the agricultural industry and its communities.

### PEOPLE AND CULTURE STRENGTH

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

### COMMUNITY PERCEPTION LEADERSHIP

AgForce will remain agriculture's respected, relevant and trusted source of advice to consumers, producers, communities, and governments. AgForce will continue to share and educate the positive industry story on behalf of producers.

### ORGANISATIONAL SUSTAINABILITY

AgForce is sustainable and relevant, being the leading voice of industry and on behalf of our members and their communities.

# OUR VALUES



## **EXCELLENCE**

We work to a high standard, are credible and trusted.

## **COMMITMENT**

To each other, to colleagues and to externals. We show up, are present and lead by example.

## **INTEGRITY**

Being whole and undivided.

## **COURAGE**

We challenge assumptions and seek innovation.

## **RESPECT**

We care about our members and each other.

## **INCLUSIVENESS**

We are stronger through openness, connection and teamwork.

AgForce is a place where co-operation, compassion, hard work and high standards create life-giving change for many people and their communities. We are a large collective of food and fibre producers with shared needs, a thirst for improvement, a rich pool of energy, skills, talent and passion. We are the leading voice for Queensland producers, bringing experienced and skilled resources together in ways that are affirming and effective to create significant and sustainable change.

## Leadership in Policy and Advocacy

AgForce is the respected industry leader for Queensland producers and their communities.

AgForce leads policy development, delivering positive on-farm outcomes for producers through influence at all levels of government.

We are the recognised reference point for State and Local governments, opposition, industry and media.

## Strengthening Internal Cohesion

AgForce is the recognised reference point for food and fibre producers operating in multi-region, multi-commodity working together to strengthen agriculture's advocacy and representation.

The organisation uses contemporary governance frameworks and a shared services model that puts the

- member,
- member value proposition,
- industry and,
- community

at the heart of its decision making.

## Compelling Member Value Proposition (MVP)

AgForce serves members and their communities providing value across a whole range of natural and built capital, delivering financial and non-financial benefits through collective representation.

AgForce uses its financial, operational and governance strength to actively engage and contribute effectively to the wider Australian agricultural advocacy system.

## Inspiring Culture

AgForce engages with a highly skilled and passionate team, through our people, regional councils, committees, commodities and members, many of whom volunteer their services to achieve better outcomes for producers.

The organisation empowers the team through a governance framework that encourages all team members to share knowledge and experiences within a strong communications network.

Our values and culture reflect the industry we represent, are recognised externally and attract the best in the industry.

## Financial and Operational Sustainability

In an environment where traditional advocacy models are evolving and adapting, AgForce will continue to identify opportunities through positive engagement with all stakeholders, enabling positive and sustainable change for the organisation and producers well into the future.

# OUR STRATEGY



		STRATEGIES	
		CORE BUSINESS	FUTURE BUSINESS
OBJECTIVES	Leadership in Policy and Advocacy	<ul style="list-style-type: none"> <li>Seek and generate opportunities to protect and improve our reputation as the authoritative reference point for our producers.</li> <li>Proactively provide thought leadership to policy development and encourage a culture that challenges the status quo in an uncertain world.</li> <li>Develop and nurture broader traditional and non-traditional policy development ecosystems domestically and internationally.</li> <li>Build an in-house analytics capability to allow deeper analysis of trends and potential trends supposing different policy outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Be an active and ongoing participant in developing a future fit advocacy model for Australia.</li> <li>Build formal and informal partnerships with organisations and individuals that can assist or augment in-house capabilities.</li> </ul>
	Strengthening Internal Cohesion	<ul style="list-style-type: none"> <li>Invest in skills and capabilities to grow the capacity for all areas of the organisation including volunteer and elected positions, staff roles, commodities, regions, and committees.</li> <li>Continue to listen, learn and grow, utilising staff survey, member feedback and Board leadership.</li> </ul>	<ul style="list-style-type: none"> <li>Challenge existing structures and ways of work as broader national review of advocacy and lobbying continues.</li> <li>Help strengthen wider community cohesion as change and transformation accelerates through strong teamwork and communication across our people, our members and community.</li> </ul>

		STRATEGIES	
		CORE BUSINESS	FUTURE BUSINESS
OBJECTIVES	Compelling Member Value Proposition (MVP)	<ul style="list-style-type: none"> <li>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.</li> <li>Use growing data set to regularly challenge and reset elements of Member Value Proposition (MVP).</li> <li>Develop new business model options and consider emerging new approaches to further strengthening our Member Value Proposition (MVP), for example a strengthened segmentation approach. Consider segmentation options (size, commodity, region, etc).</li> </ul>	<ul style="list-style-type: none"> <li>Develop a more formal engagement model with like-minded overseas organisations to keep close to emerging trends abroad.</li> <li>Think through and develop more adaptive structures, ensuring we can move fast, see over the horizon, stave off perverse legislative outcomes and deliver value as change accelerates.</li> </ul>
	Inspiring Culture	<ul style="list-style-type: none"> <li>Refresh organisational values annually, using them to guide our workplace and continue to provide a safe environment.</li> <li>Develop and formalise a hiring policy that prioritises values and cultural fit and motivation in the hiring decision.</li> <li>Protect, regularly review and engage staff and electeds in organisational policy and governance settings. Hold strong governance and supportive structures as organisational non-negotiables.</li> <li>Be brave in our environment around workplace rules, flexibility and trust.</li> </ul>	<ul style="list-style-type: none"> <li>Contemplate and record future work model thoughts and review applicability to AgForce.</li> </ul>



**STRATEGIES**

**CORE BUSINESS**

**FUTURE BUSINESS**

**OBJECTIVES**

**Financial and Operational Sustainability**

- Complete the transformation of our Communications and Community Engagement Unit commenced following the organisations 2023 external review
  - Drive an ongoing transformation agenda that includes but is not limited too
  - Seeking strong landholder and organisational benefit from our AgCarE subsidiary.
  - Driving our AgForce Training JV to fill the training needs of industry in a contemporary and profitable way to benefit producers.
  - Being clear about work we take on directly and work we pass to others in the advocacy ecosystem
  - Continue to invest in our CRM system, its capabilities and our internal ability to leverage the system for insight, efficiencies and growth.
- Develop organisational thinking that contemplates the post 2020's world and new non-traditional ways of influence. Use it in thinking through investment and structural opportunities in the organisation over the planning period.
  - Seek further income diversification



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