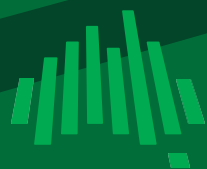




# Strategic Plan 2019-2023



National  
Farmers  
Federation

Leading  
Australian  
Agriculture

# Glossary



## Our Purpose

# Lead Australian Agriculture



# Our Purpose Rationale



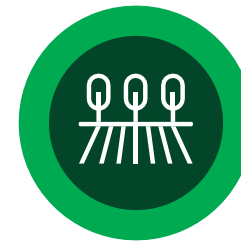
## Lead

We are the authoritative guides of Australian agriculture. Considerate and consultative but firm and focused, we make sense of the nonsense and cut through the noise. As leaders we give voice to our members and show the way to a sustainable future for our industry.



## Australian

We are the national peak body. Our perspective is broad and not limited to border lines of geography or commodity, ensuring that our work benefits the industry as a whole.



## Agriculture

Agriculture is essential to life, and to the economy. We don't just take care of our members, but advance the whole agriculture sector. As an industry, we punch above our weight and positively influence international practices.



# Our Vision

Both now and into the future, the National Farmers Federation will

**Be Trusted & Recognised**

Influence and enhance awareness and confidence in the farm sector

**Deliver Outstanding Member Value**

Partner with members to achieve even better outcomes through a unified approach

**Lead with an Engaged & Respected Team**

Foster skilled and committed staff and representatives

**Progress the Industry**

Grow the national economic, social and environmental value of the industry



# Our Values



## United

We lead by consolidating the views and voices of agriculture and its related industries, advocating a common message to policy makers and the broader public.



## Visible

We are passionate and respected advocates of our sector, prominently influencing public discourse and standing up for farmers.



## Valued

The value we create for a broad range of stakeholders, most notably our members, is clear and undisputed.



## Progressive

We embrace a culture of learning, embedding innovation into our systems, ensuring that we are always leading useful change.



## Sustainable

Our people, products and processes are designed with a long-term view ensuring that our work truly sustains the nation.



# Our Objectives



## High Impact Advocacy

Pursue an evidence-based policy agenda that delivers real benefits to farmers.



## Cutting Edge Thought Leadership

Direct focus, frame issues and increase stakeholder knowledge through sense-making.



## Powerful Partnerships

Deepen ties across industry and the supply chain to increase our impact.



## Positive Growth and Operational Performance

Maintain focus on strategic positioning and performance to ensure a sustainable future for NFF.



# Our Strategies



## High Impact Advocacy

- Advocate a robust policy agenda on behalf of the farm sector
- Maintain momentum for our 2030 Roadmap
- Communicate our priorities in a strategic and impactful way
- Grow our direct reach and engagement with the Australian public.



## Cutting Edge Thought Leadership

- Generate research, insights and initiatives that advance our cause
- Facilitate knowledge sharing & networking by engaging hosting leading conferences and events
- Foster an engaged network of industry leaders
- Establish NFF as a champion for diversity and inclusion.



## Powerful Partnerships

- Deepen our collaboration and deliver more value to members
- Leverage commercial partnerships for greater financial and advocacy impact
- Cement our reputation as a trusted partner for government projects
- Establish effective partnerships with like-minded entities.



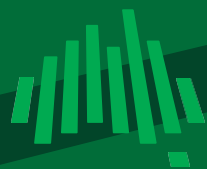
## Positive Growth and Operational Performance

- Grow the value of the NFF brand
- Invest in the performance of the NFF team
- Adopt new technology to improve our efficiency and impact
- Maintain best practice governance.





# Actions and KPI's



National  
Farmers  
Federation

Leading  
Australian  
Agriculture

# Objective 1

## High Impact Advocacy



Strategies	Actions	KPI's
Advocate a <b>robust policy agenda</b> on behalf of the farm sector	Use our committees and Members Council to craft a clear, member-driven agenda	Clear and timely policy positions endorsed by members
	Establish and implement an effective advocacy strategy for our agenda	Deliver 5 significant policy outcomes per annum
	Build and maintain productive relationships with decision makers and key influencers	Maintain positive feedback from our stakeholder survey
Maintain momentum for our <b>2030 Roadmap</b>	Ensure our policy agenda progresses Roadmap priorities	Roadmap priorities embedded in committee work plans
	Conduct an annual audit of industry performance against the Roadmap	Public release of a Roadmap scorecard in October each year
<b>Communicate our priorities</b> a strategic and impactful way	Issue regular and valuable updates to Members and key stakeholders	Members confirm (via survey) that they are informed about our work
	Distribute timely and high-quality media products	Continued growth in our media audience
	Foster productive relationships with media outlets	Influence over the direction of key national debates through a strong public voice
Grow our <b>direct reach and engagement</b> with the Australian public	Grow our online advocacy capability	E-mail list of 100,000+ by 2023
	Establish & implement a cross-industry strategy to nurture public trust in agriculture	'Trust' strategy established and delivering on its goals
	Grow awareness platforms like National Agriculture Day	YoY growth in the reach and impact of AgDay

# Objective 2

## Cutting Edge Thought Leadership



Strategies	Actions	KPI's
Generate <b>research, insights and initiatives</b> that advance our cause	Progress research projects which build on our 2030 Roadmap	5 x thought leadership reports from NFF per annum
	Lead initiatives which drive practice change for the benefit of industry	Successful NFF-led initiatives in the areas of farm safety and agtech
	Work with partners and aligned entities (such as AgriFutures and the Australian Farm Institute) to coordinate research priorities	Alignment between other policy research and Roadmap priorities
Facilitate <b>knowledge sharing and networking</b> by engaging/hosting leading conferences and events	Continue to grow and improve the NFF National Congress	500 Congress delegates by 2023
	Establish a biennial 'Industry Leaders' Summit'	Leaders' Summit established as a flagship event Executive speaking at national forums on key issues
Foster an engaged network of <b>industry leaders</b>	Deliver on the NFF's industry leadership program with ARLF and identify longer-term funding opportunities to continue this work	Ongoing leadership program established
	Establish an NFF Industry Leaders Network	Leaders Network established and functioning well
	Engage closely with participants and organisers of 3rd party leadership programs	3rd party leadership alumni active in our Leaders Network
Establish NFF as a champion for <b>diversity and inclusion</b>	Grow the Diversity in Agriculture Leadership Program	15 mentoring participants by 2023
	Proactively encourage diversity within the NFF's staff and representatives	NFF membership structures have: <ul style="list-style-type: none"> <li>• 50% female representation</li> <li>• 30% of people under 40 years old</li> <li>• An increase in cultural diversity</li> </ul>

# Objective 3

## Powerful Partnerships



Strategies	Actions	KPI's
Deepen our collaboration and deliver more <b>value to members</b>	Refine and articulate the benefits for each category of NFF membership	Improved 'value for money' score in the annual member survey
	Actively promote and support the Australian farmers Shared Services model	Double the number of members utilising Shared Services
Leverage <b>commercial partnerships</b> for greater financial and advocacy impact	Refine and grow our commercial partnership offering	25% increase in partnership revenue by 2023
	Commit partners to contribute towards the delivery of our 2030 Roadmap	New partnership agreements include tangible 2030 actions
Cement our reputation as a trusted partner for <b>government projects</b>	Professionalise how we select, bid for and manage government projects	Project policies and procedures established and operational
	Ensure adequate project resourcing without sacrificing core business	Increase project revenue by 25% Project resource requirements regularly compared to resource capacity
Establish effective partnerships with <b>like-minded entities</b>	Introduce a more structured approach to our role as the representative organisation for AgriFutures Australia	Engagement with AgriFutures regular and productive
	Crystallise valuable working relationships with priority organisations within and beyond the farm sector	Relationships with 3rd party entities are well-managed and formalised in writing as needed

# Objective 4

## Positive Growth & Operational Performance



Strategies	Actions	KPI's
Grow the value of the <b>NFF brand</b>	Undertake a brand refresh to modernise the NFF brand and sub-brands	Create and roll out a refreshed NFF brand
	Conduct a biennial perceptions audit to test our brand health	Brand guidelines updated and consistently applied
	Work with members to improve efficiency of membership model	Marked improvement in the results of our brand audit
	Develop membership value proposition	Ongoing commitment to AFSS model
Invest in the performance of the <b>NFF team</b>	Increase our budget for staff training and development	Continued growth in the training and development budget
	Implement a staff engagement strategy and measure employee satisfaction annually	Staff engagement strategy in place Annual uplift in staff satisfaction and a reduction in turnover
	Review the suitability of team structure and resourcing against this Strategy	Team structure and skills meet the needs of this Strategy
<b>Adopt new technology</b> to improve our efficiency and impact	Review and refresh the NFF's ICT systems.	Effective tools for research, collaboration, data management and remote working in place
	Invest in staff training to ensure we're using new tools to maximum capacity	Positive response regarding ICT in the staff survey
Maintain <b>best practice governance</b>	Review our constitution/associated documents and membership structure to ensure it remains fit-for-purpose as we broaden our membership.	Membership and constitutional review complete
	Continually review and update the governance practices of the NFF Board	Board governance recommendations in place
	Explore ways to better engage with Members Council <b>and committees?</b>	Improved member survey feedback on Members Council and committees

# Our Purpose-led Strategy



## Vision

- Be Trusted and Recognised
- Deliver Outstanding Member Value
- Lead with an Engaged and Respected Team
- Progress the Industry

## Values

- United
- Visible
- Valued
- Progressive
- Sustainable

## Objectives

- High Impact Advocacy
- Cutting Edge Thought Leadership
- Powerful Partnerships
- Positive Growth and Operational Performance

## Strategies

<p>Advocate a <b>robust policy agenda</b> on behalf of the farm sector</p> <p>Maintain momentum for our <b>2030 Roadmap</b></p> <p><b>Communicate our priorities</b> a strategic and impactful way</p> <p>Grow our <b>direct reach and engagement</b> with the Australian public</p>	<p>Generate <b>research, insights and initiatives</b> that advance our cause</p> <p>Facilitate <b>knowledge sharing and networking</b> by engaging/hosting leading conferences and events</p> <p>Foster an engaged network of <b>industry leaders</b></p> <p>Establish NFF as a champion for <b>diversity and inclusion</b></p>	<p>Deepen our collaboration and deliver more <b>value to members</b></p> <p>Leverage <b>commercial partnerships</b> for greater financial and advocacy impact</p> <p>Cement our reputation as a trusted partner for <b>government projects</b></p> <p>Establish effective partnerships with <b>like-minded entities</b></p>	<p>Grow the value of the <b>NFF brand</b></p> <p>Invest in the performance of the <b>NFF team</b></p> <p><b>Adopt new technology</b> to improve our efficiency and impact</p> <p>Maintain <b>best practice governance</b></p>
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