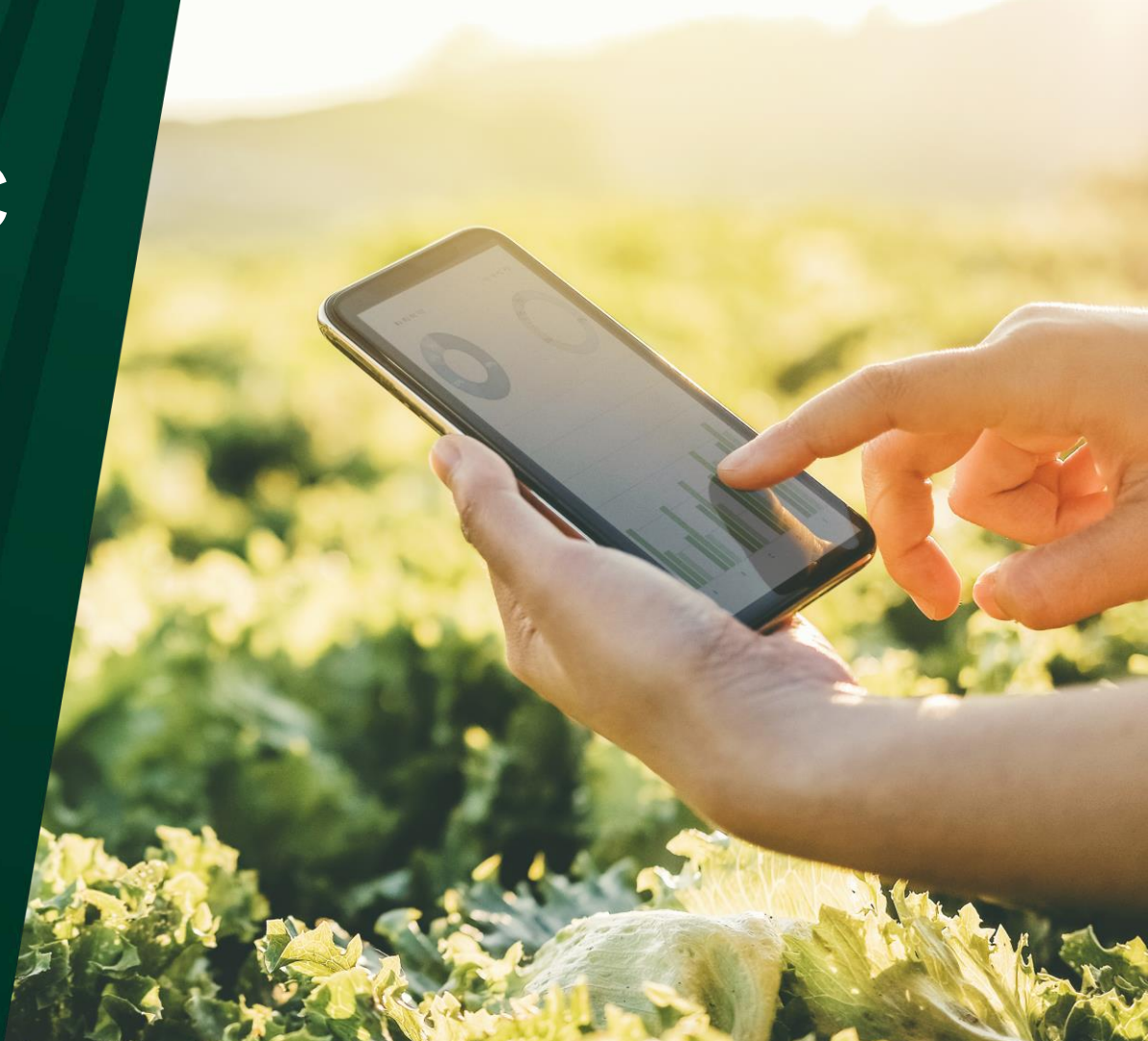


Strategic Plan

2023-2027



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Glossary

Purpose	'Why' we exist
Objectives	Our critical intentions to act on our purpose that will drive success
Strategies	The initiatives we will put in place to achieve the objectives that will realise our purpose
Actions	The tactics and tasks we will complete to deliver on our strategies
KPI's	How we will measure our purposeful progress and success
Values	The principles we adopt to support our purpose, shape our culture and reflect our desired identity



Our Plan on a Page

2023-2027



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Plan On A Page 2023-2027

PURPOSE	Our purpose is to lead Australian Agriculture				
OBJECTIVES	High Impact Advocacy	Progressive Thought Leadership	Valuable Partnerships and Services	Purposeful People and Culture	Positive Growth and Operational Performance
STRATEGIES	Advance Roadmap	Lead Conversations	Create Value for Members	Celebrate and Build Cohesive Culture	Embrace Technology
	Develop and Progress Policy with Members	Enable Insights	Optimise Partnerships	Enhance Member Collaboration	Align Resources with Member Priorities
	Engage Policy-Makers	Be the Trusted Source	Deliver Meaningful Projects and Services	Champion Diversity and Inclusion	Govern Effectively
	Engage the Community	Communicate for Impact	Deliver Impactful Events	Develop and Retain Industry Leaders	Invest In Our People
KPIS	Stakeholder Survey Feedback	No. of Reports/Papers Published	Member and Partner Retention	Member Engagement	Regulatory Compliance
VALUES	United	Visible	Valued	Progressive	Sustainable



Purpose

WHY WE EXIST



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**Our purpose is to lead
Australian agriculture**



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Our Purpose Rationale

Our purpose is to lead Australian Agriculture

As the authoritative voice of the Australian Agricultural Industry, NFF serves as the national peak body, representing the broad interests of farmers across geographical and commodity borders. Our aim is to benefit the entire industry and provide a unified voice with, and for farmers in their pursuit of a sustainable future.

We take a proactive approach and lead the way in addressing industry issues and challenging decision-makers to advance agriculture. Our methodology is consultative, collaborative, courageous and authentic. Our policies aim to create a sustainable future, and our goal is to be the trusted and respected advocate for the industry.

Our ultimate objective is to shape the future of agriculture, making it more sustainable, inclusive, innovative and productive. We listen to the needs of our members and the industry and approach our efforts with care and consideration. Our actions empower farmers to contribute to the evolving food and fibre needs of our nation and the world, and to prosper in doing so.



Objectives

OUR CRITICAL INTENTIONS TO ACT ON OUR PURPOSE
THAT WILL DRIVE SUCCESS



Our Objectives

Purposeful People and Culture

Cultivate productive and purposeful cultural standards within NFF and for the industry

Valuable Partnerships and Services

Deepen ties and build capacity across industry to increase Australian agriculture's impact



High Impact Advocacy

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

Progressive Thought Leadership

Direct focus, frame issues and increase stakeholder knowledge

Positive Growth and Operational Performance

Continuously enhance strategic positioning and performance to ensure a sustainable future for NFF and the industry as a whole



Strategies

THE INITIATIVES WE WILL PUT IN PLACE TO ACHIEVE THE OBJECTIVES THAT
WILL REALISE OUR PURPOSE



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Our Strategies

High Impact Advocacy	Progressive Thought Leadership	Valuable Partnerships and Services	Purposeful People and Culture	Positive Growth and Operational Performance
ADVANCE ROADMAP Maintain momentum for 2030 roadmap & beyond	LEAD CONVERSATIONS Drive conversations that position agriculture as a future-ready industry cultivating new research and thinking	CREATE VALUE FOR MEMBERS Deepen our collaboration and deliver more value to members	CELEBRATE AND BUILD COHESIVE CULTURE Foster and celebrate a 'Team Ag' culture within NFF, members and industry	EMBRACE TECHNOLOGY Adopt new technology to improve efficiency and impact
DEVELOP AND PROGRESS POLICY WITH MEMBERS Develop and advocate a robust policy agenda with the agriculture sector	ENABLE INSIGHTS Generate and facilitate research, insights and initiatives that sustain the future of agriculture	OPTIMISE PARTNERSHIPS Leverage partnerships with likeminded entities for greater advocacy and financial impact	ENHANCE MEMBER COLLABORATION Enhance, engagement, relevance and trust with members	ALIGN RESOURCES WITH MEMBER PRIORITIES Explore improved integration opportunities
ENGAGE POLICY-MAKERS Codify and invest in successive relationships with policy-makers	BE THE TRUSTED SOURCE Be the go-to organisation for industry information, analysis and forecasts	DELIVER MEANINGFUL PROJECTS AND SERVICES Build on our long term reputation for project management and service delivery	CHAMPION DIVERSITY AND INCLUSION Champion wellbeing, equity, diversity and inclusion within NFF and across the agricultural industry	GOVERN EFFECTIVELY Cultivate best practice governance
ENGAGE THE COMMUNITY Grow community understanding and support for agriculture	COMMUNICATE FOR IMPACT Communicate in a strategic and impactful way	DELIVER IMPACTFUL EVENTS Utilise events as a medium to foster industry connections, awareness, innovation and growth	DEVELOP AND RETAIN INDUSTRY LEADERS Drive industry capacity via an engaged network of industry leaders and representatives	INVEST IN OUR PEOPLE Invest in the growth and performance of the NFF team



Actions and KPI's

THE TACTICS AND TASKS WE WILL COMPLETE TO DELIVER ON OUR STRATEGIES AND THE MEASURES WE'VE IDENTIFIED TO TRACK OUR PURPOSEFUL PROGRESS AND SUCCESS



High Impact Advocacy

Strategies	Actions	KPIs
ADVANCE ROADMAP Maintain momentum for 2030 roadmap & beyond	- Continue to progress agriculture's economic growth by aligning policy and project priorities to 2030 goals - Update and refine roadmap as we approach 2030	✓ Annual report against Roadmap using ABS Australian agricultural industry value
DEVELOP AND PROGRESS POLICY WITH MEMBERS Develop and advocate a robust policy agenda with the agriculture sector	- Coordinate strong and consistent policy committees - Establish and leverage alliances to continue a proactive domestic and international policy agenda	✓ Attendance and engagement at NFF's committees ✓ NFF attendance at key domestic and international forums
ENGAGE POLICY-MAKERS Codify and invest in successive relationships with policy-makers	- Actively develop, maintain and improve relationships with policy decision-makers - Utilise CRM to map strategic political engagement	✓ Demonstrable relationships with key offices using CRM ✓ Stakeholder survey on engagement
ENGAGE THE COMMUNITY Grow community understanding and support for agriculture	Implement comprehensive external engagement strategy, including media and public events	✓ Media monitoring across all platforms ✓ Annual 'Australian Farmers' community perception report



Progressive Thought Leadership

Strategies	Actions	KPIs
LEAD CONVERSATIONS Drive conversations that position agriculture as a future-ready industry cultivating new research and thinking	- Facilitate information-sharing forums - Engage with research institutions and independent think-tanks - Seek opportunities to engage with the media on current affairs - Disseminate information through national and global forums	✓ Number of appearances on national and global forums ✓ Quarterly opinion papers published
ENABLE INSIGHTS Generate and facilitate research, insights and initiatives that sustain the future of agriculture	- Actively engage with RDC's including AgriFutures and the ENRI program - Publish and disseminate relevant articles, papers and policies	✓ Number of research reports published, downloaded and shared
BE THE TRUSTED SOURCE Be the go-to organisation for industry information, analysis and forecasts	- Integrate cutting edge data & research into policy, advocacy and thought leadership - Conduct stakeholder survey on perceptions/activity of NFF - Proactively scan for new ideas and domestic and international trends	✓ Consistently represented at national policy discussions/forums ✓ Stakeholder survey results
COMMUNICATE FOR IMPACT Communicate in a strategic and impactful way	- Utilise our networks and profile to share and communicate emerging innovative thinking that will advance agriculture - Maintain and deepen relationships with media and key industry and political opinion leaders.	✓ Media mentions on policy positions ✓ References in public policy discussions and parliamentary forums (Hansard/Cttees etc)



Valuable Partnerships and Services

Strategies	Actions	KPIs
CREATE VALUE FOR MEMBERS Deepen our collaboration and deliver more value to members	- Identify joint project, partnership and research opportunities - Host regular online professional development opportunities and webinars for members and staff - Continue to assess shared service options	✓ Member retention and on-time payment ✓ Quarterly PD webinar ✓ NFF presence at member events
OPTIMISE PARTNERSHIPS Leverage partnerships with likeminded entities for greater advocacy and financial impact	- Maintain partnerships and expand into key verticals - Create greater alignment between partnership and advocacy activities	✓ Coverage of all key supply chain verticals ✓ Expand partnership revenue by 30%
DELIVER MEANINGFUL PROJECTS AND SERVICES Build on our long term reputation for project management and service delivery	- Ensure projects align with NFF's advocacy and financial objectives - Invest in technologies and human resources to ensure professional project management - Conduct analysis/survey of project performance	✓ Maintain a minimum project administration fee of 15% ✓ Continued provision of key projects (including FarmSafe, Regional Tech Hub, AASF and AgCAREERSTART) ✓ Project satisfaction survey/analysis
DELIVER IMPACTFUL EVENTS Utilise events as a medium to foster industry connections, awareness, innovation and growth	- Grow the NFF Conference and Leaders Summit - Increase presence of NFF events at Parliament House - Partner with members on regional and farmer-facing events - Maintain and build the AgDay initiative	✓ 1,000 Conference delegates by 2027 ✓ 150 staff summit attendees by 2027 ✓ Active Member engagement in regional forums ✓ 500 events for AGDay by 2027



Purposeful People and Culture

Strategies	Actions	KPIs
CELEBRATE AND BUILD COHESIVE CULTURE Foster and celebrate a 'Team Ag' culture within NFF, members and industry	- Promote 2030 Roadmap as common platform - Work with industry to continue to refine and respect the roles and responsibilities of industry contributors - Support members to communicate wins and member value to their members	✓ Number of engagements with Members including references in comms/newsletters/events
ENHANCE MEMBER COLLABORATION Enhance, engagement, relevance and trust with members	- Celebrate achievements and activities of members - NFF attendance at Member functions - Seek support on NFF Lead initiatives such as Telling our Story	✓ MC and Policy committee attendances ✓ Number of collaborative activities including policy and programs
CHAMPION DIVERSITY AND INCLUSION Champion wellbeing, equity, diversity and inclusion within NFF and across the agricultural industry	- Work to reduce gaps in NFF policies and practices (internal and external) - Report against EDI performance (without targets) - Model policies and reporting promoted with NFF members	✓ Expand DIALP beyond gender ✓ Complete review of internal policies on diversity, inclusion and equity ✓ Report on EDI & wellbeing and satisfaction of staff ✓ Report on ABS diversity/metrics in 2030 report
DEVELOP AND RETAIN INDUSTRY LEADERS Drive industry capacity via an engaged network of industry leaders and representatives	- Seek extension to AgCAREERSTART - Consolidate Young Farmers Council - Expand Leadership programs and Summit	✓ Retention of participants in industry ✓ Attainment of leadership positions ✓ Report on Program Alumni Engagement



Positive Growth and Operational Performance

Strategies	Actions	KPIs
EMBRACE TECHNOLOGY Adopt new technology to improve efficiency and impact	• IT Cyber security audit • CRM implemented	✓ Report and act as appropriate on IT and cyber audit ✓ Full utilisation (of CRM and IT) by team
ALIGN RESOURCES WITH MEMBER PRIORITIES Explore improved integration opportunities	• Seek member cooperation on optimal resource allocation and pursue representation efficiencies • Enable Member Engagement in development of NFF activity and workplans • Embed President and CEO meetings	✓ Member Endorsement of Cttee workplans/activities ✓ 8 President and CEO meetings per year
GOVERN EFFECTIVELY Maintain best practice governance	• Review governance manual • Undertake regular board skills assessments	✓ Completed by 30 June annually ✓ Zero compliance breaches and ASIC requirements met
INVEST IN OUR PEOPLE Invest in the growth and performance of the NFF team	• Structure and resource ongoing professional and personal development for the team	✓ All staff are offered PD opportunities ✓ EAP facility implemented by 2023 ✓ Staff retention rates



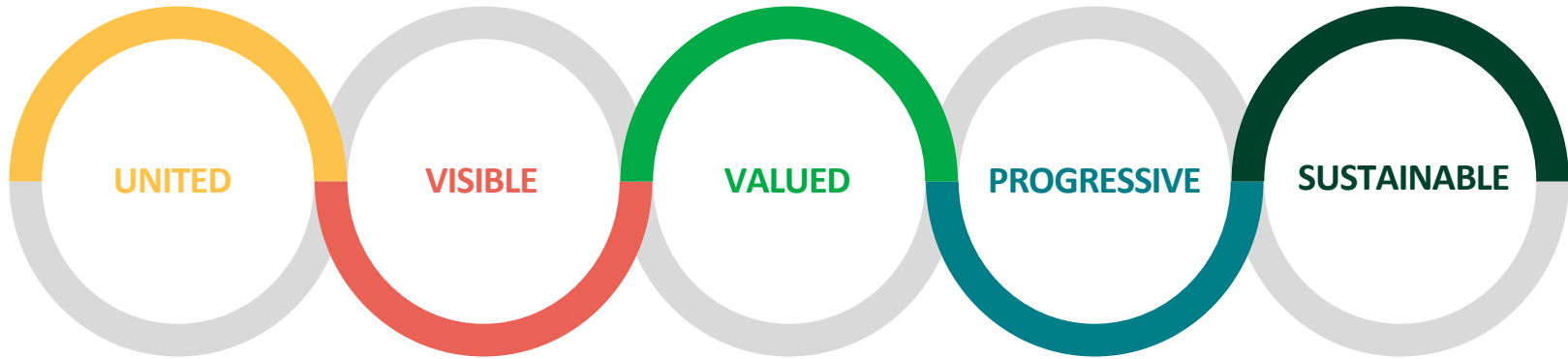
Values

THE PRINCIPLES WE ADOPT TO SUPPORT OUR PURPOSE, SHAPE OUR CULTURE
AND REFLECT OUR DESIRED IDENTITY



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Our Values



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.

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

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

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

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





NFF Values In Practice

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United

We are flexible, adaptable and willing to work together to find solutions to challenges and overcome obstacles.

We maintain respectful treatment of others and actively listen to understand different perspectives.

We embrace diversity and are open to constructive disagreement and challenges.

We show a strong sense of pride and passion for our work and the industry's success.

We trust each other to do our best work and support each other in times of need.

Visible

We communicate courageously, effectively and regularly with stakeholders, both internally and externally.

We collaborate to grow and share knowledge and promote the industry.

We ensure active industry representation and engagement in public forums and events.

We actively engage in all media, networking, and marketing efforts.

We act decisively and influence with strong communication and presentation skills.

Valued

We are dedicated to understanding stakeholder priorities and creating solutions.

We practice effective communication, openness and trust.

We earn recognition and appreciation through persistent and authentic contributions.

We are empowered to make decisions, take ownership, and grow professionally.

We contribute to an inclusive workplace and industry that values diversity and treats everyone with respect.

Progressive

We adopt a curious, forward-thinking and proactive approach to challenges and opportunities.

We are adaptable to change and focused on driving progress and positive impact.

We are willing to take calculated risks and embrace innovation and new technologies.

We are committed to continuous learning and development.

We are encouraged to share ideas and challenge our thinking.

Sustainable

We optimise resources and strive for the most sustainable and effective structure to deliver for our industry.

We prioritise the well-being of our staff, members, and the Australian agriculture industry.

We are committed to minimising environmental impact and maintaining ethical business practices.

We encourage innovation and durable solutions to challenges.

We engage with stakeholders to promote sustainable effective initiatives.

This strategy was created with assistance from



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