

FIAAA STRATEGIC PLAN

JULY 2022 TO JUNE 2025

Sustainable safe feed for animals



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Forward

FIAAA has prepared a strategic plan outlining key strategies for the organisation over a three-year period. In this instance the plan covers the period from July 2022 to June 2025. This plan outlines our roadmap for delivering a sustainable future for the Australian animal feed industry and, when implemented, will expand access to existing and emerging markets.

FIAAA has developed this plan through consultation with the feed additive sector by the FIAAA Executive Committee and has been drafted to provide leadership to the Australian feed additive sector and focus activities that will provide value to the industry participants into the future.

The plan will be used to guide FIAAA's strategic direction as well as providing direction to industry co-investment activities. The plan focuses on addressing supply chain issues and opportunities that will assist in delivering against the Purpose.

Sustainable safe feed for animals

Who are we?

Our Role

FIAAA is the trusted and independent national body in Australia that brings the animal feed additive and ingredient sector together, for the improvement of each and every member. With our members we are constantly looking for threats and opportunities. We advocate for and drive solutions and take a whole-of-sector approach to ensure the long-term success of Australia's animal feed industry.

Our Purpose

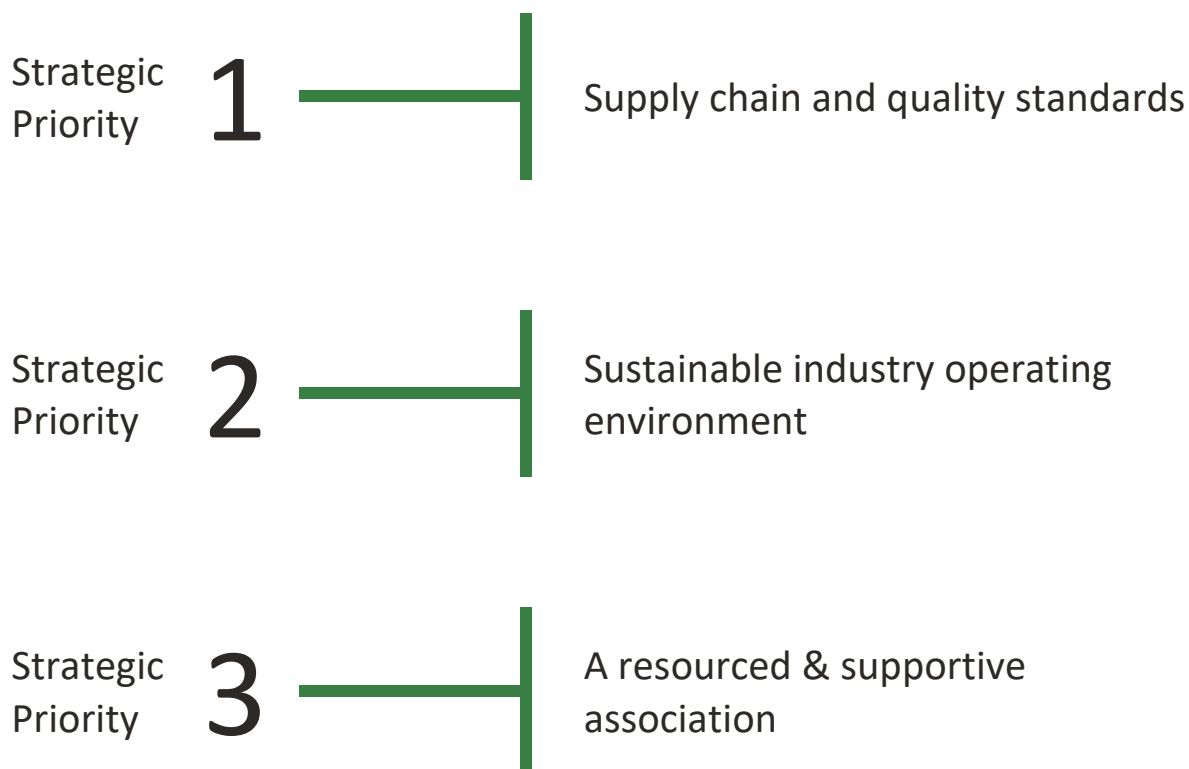
is to provide leadership to the Australian feed additives and ingredients industry for sustainable, safe, healthy feed for animals.

Our Guiding Principles

- Flexibility
- Integrity
- Collaborative
- Influencing
- Member focused

Our Plan

We have not seen as much change in our operating environment as we have over the last three years. We expect this sort of change to continue over the next three years. It is for this reason that we have taken a three-year horizon. FIAAA's strategic direction is supported by three strategic priorities, each with its own objective, that is fundamental to achieving the Purpose:



Supply chain and quality standards

ensure the Australian feed additive and ingredient industry meets and exceeds required international and domestic regulatory standards and end user quality expectations.

Sustainable industry operating environment

provide an effective and efficient operating environment for a competitive and profitable Australian feed additive & ingredient industry

A resourced & supportive association

ensure the organisational resources and governance is available to support the association

Strategic Priority

1

Supply chain and quality standards

ensure the Australian feed additive and ingredient industry meets and exceeds required international and domestic regulatory standards and end user quality expectations.

Focus Areas	We will do this by:
1.1 Improve the supporting quality and integrity systems of the industry	<ol style="list-style-type: none">1 Working with the supply chain to implement QA along its length2 Having all members FAMI-QS certified within two years of joining FIAAA
1.2 Participate in International and domestic projects	<ol style="list-style-type: none">1 Participating in IFIF working groups (e.g. International Feed Regulators Meeting, Regulatory Committee)2 Working with CODEX and Standards Australia where appropriate
1.3 Engage the regulator	<ol style="list-style-type: none">1 Establishing stronger links with state and federal feed regulators2 The implementation of the National Feed Standard in all jurisdictions by engaging with both government and relevant industry stakeholders3 Engaging livestock sectors regarding regulatory matters4 Replacing GMP with FAMI-QS+

Success means we have:

✓	Nationally consistent legislation for the feed industry
✓	Active representation on relevant international and domestic working groups
✓	FAMI-QS identified as the additive industry's quality and integrity program
✓	FAMI-QS+ approved by the APVMA for the feed industry

Strategic Priority

2

Sustainable operating environment

provide an effective and efficient operating environment for a competitive and profitable Australian feed additive & ingredient industry

Focus Areas	We will do this by:
2.1 Supply chain security	<ol style="list-style-type: none">1 Working with members and government to identify risks in the supply chain (e.g. political, biosecurity) to Australian animals2 Identifying 'secure' supply sources for feed additives3 Working with government and industry ensure a reliable and efficient import/export system is in place.
2.2 Livestock Sector Sustainability	<ol style="list-style-type: none">1 Engaging with livestock sectors and feed manufacturers on how and where feed additives fit into their sustainability programs2 Educating livestock sector on feed additives for reducing carbon emissions3 Developing policies to assist the livestock industry respond to Antimicrobial Resistance (AMR)

Success means we have:

- ✓ A reliable and efficient supply chain
- ✓ A resilient import/export system that is dependable
- ✓ Livestock sectors understand what feed additives can do for them
- ✓ An industry antimicrobial stewardship plan

Strategic Priority

3

A resourced & supportive association

ensure the organisational resources and governance are available to support the association

Focus Areas	We will do this by:
3.1 Manage relationships to meet Member needs	<ol style="list-style-type: none">1 Identifying and understanding what the Members want from their Association2 Enhancing partnerships with Members and supply-chain participants3 Improving the communication of industry material to the members
3.2 Implement new funding and business models to ensure future sustainability	<ol style="list-style-type: none">1 Investigating levy arrangements for innovation & adoption projects2 Identifying alternative and enhanced funding sources3 Future-proofing FIAAA by leveraging with other like-minded organisations to ensure longevity of service
3.3 Manage FIAAA effectively ensuring governance and business efficiencies are achieved	<ol style="list-style-type: none">1 Training members of the Executive Committee in contemporary governance2 Implementing fit-for-purpose best practice corporate governance and reporting

Success means we have:



A viable industry association that meets its members' needs



A respected, focused 'can-do' organisation that has the future of the industry as its focus

Implementing the plan

This Plan defines the primary role and functions of FIAAA.

The Strategic Plan will be implemented through the FIAAA Annual Operating Plan, which details the specific actions to be undertaken each year. The Annual Operating Plan will cover each financial year and is endorsed by the FIAAA Executive Committee.

In order to successfully implement these Plans, the FIAAA will be positioned and resourced sufficiently in order to influence the industry's long-term agendas. It will be equipped to:

- Demonstrate strong leadership
- Develop strong sustainable programs
- Effectively engage and represent all sectors where necessary in conjunction with other industry bodies
- Facilitate significant ongoing co-investment
- Effectively advocate at peak industry level
- Maintain and build strong international linkages.

Reporting Progress

FIAAA will report on progress against the Annual Operating Plan (and therefore the Strategic Plan) in its Annual Report.

The activities in this strategy may be updated from time to time if significant events or market conditions prevail, however the intent is that this Plan will be the guiding document for FIAAA until the next Strategic Plan is prepared in 2025.

Appendix A

FIAAA Industry Strategic Plan 2022-25

Purpose

is to provide leadership to the Australian feed additives and ingredients industry for sustainable, safe, healthy feed for animals.

Strategic Priorities

Supply chain and quality standards

ensure the Australian feed additive and ingredient industry meets and exceeds required international and domestic regulatory standards and end user quality expectations.

Sustainable operating environment

provide an effective and efficient operating environment for a competitive and profitable Australian feed additive & ingredient industry

A resourced & supportive association

ensure the organisational resources and governance are available to support the association

Focus

1.1 Improve the supporting quality and integrity systems of the industry

1.2 Participate in International and domestic projects

1.3 Engage the regulator

2.1 Supply chain security

2.2 Livestock Sector Sustainability

3.1 Manage relationships to meet Member needs

3.2 Implement new funding and business models to ensure future sustainability

3.3 Manage FIAAA effectively ensuring governance and business efficiencies are achieved

Success

- ✓ Nationally consistent legislation for the feed industry
- ✓ Active representation on relevant international and domestic working groups
- ✓ FAMI-QS identified as the additive industry's quality and integrity program
- ✓ FAMI-QS+ approved by the APVMA for the feed industry

- ✓ A reliable and efficient supply chain
- ✓ A resilient import/export system that is dependable
- ✓ Livestock sectors understand what feed additives can do for them
- ✓ An industry antimicrobial stewardship plan

- ✓ A viable industry association that meets its members' needs
- ✓ A respected, focused 'can-do' organisation that has the future of the industry as its focus