



Stock Feed Manufacturers' Council of Australia

Stockfeed Industry Strategic Plan

2017 TO 2022

Safe feed for food



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Forward

SFMCA has prepared an industry strategic plan outlining key strategies for the organisation over a five year period. In this instance the plan covers the period from July 2017 to June 2022. This plan has been developed through industry consultation by the Federal Council and has been drafted to provide leadership to the Australian stockfeed industry and focus activities that will provide value to the industry participants into the future.

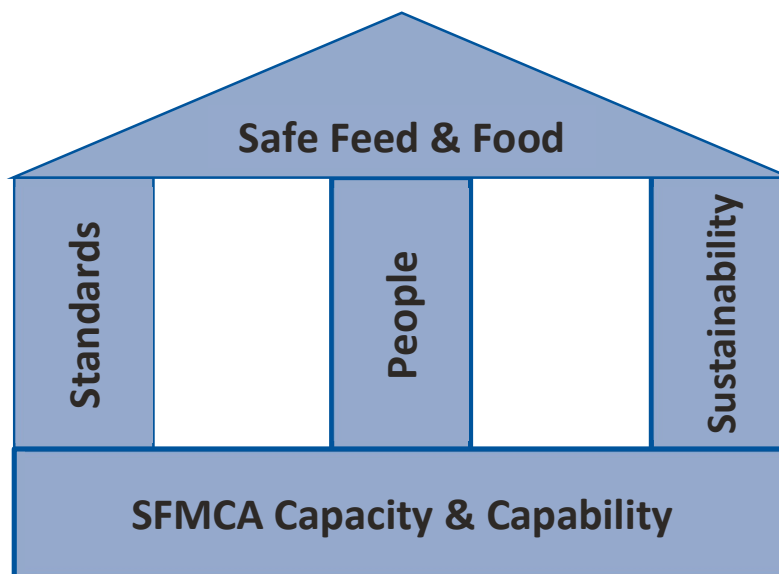
The plan will be used to guide SFMCA's strategic direction as well as providing direction to industry co-investment activities. The plan focuses on addressing supply chain issues and opportunities that will assist in delivering against the Mission.

SFMCA Mission

To provide leadership to the Australian stock feed industry in the development of sustainable systems for the production of safe feed for food.

The Plan consists of four pillars, each with its own objective, that is fundamental to achieving the Mission:

- **Standards** – ensuring the Australian stockfeed industry meets and exceeds required international and domestic regulatory standards and end user quality expectations.
- **People** – inspiring people to have pride in working in the stockfeed industry and make the sector one people aspire to work in.
- **Sustainability** – having a competitive and profitable Australian stockfeed industry
- **SFMCA Capacity & Capability** – an industry organisation that will grow and provide services to the industry into the future.



Pillar 1

Standards

Ensure the Australian stockfeed industry meets required international and domestic regulatory standards and end-user quality expectations by positioning FeedSafe™ as the vehicle to achieve these requirements.

STRATEGY	ACTIONS
S1.1 Improve the supporting systems of FeedSafe	A1 FeedSafe – major review including whether to “raise the bar” A2 FeedSafe – Provisional Members all accredited A3 Increase the number of new members and FeedSafe accredited A4 Audit the auditors.
S1.2 Participate in International stockfeed projects	A1 International Feed Regulators Meeting participation A2 CODEX and Standards Australia committee participation A3 IFIF Regulatory Committee participation
S1.3 Feed regulator engagement	A1 Establish stronger links with state and federal feed regulators A2 National Feed Standard implementation lobbying A3 Livestock sector engagement in regulatory issues
S1.4 Participation in various industry Standards Committee	A1 Co-operatively work with other supply chain groups A2 Active participation in GTA standards work A3 Investigation of industry biosecurity hazards and adequacy of controls A4 Determine the setting of and draft protocols on how to meet MRLs.
S1.5 Assist in the development of effective traceability systems	A1 Investigate technologies suitable for traceability systems in Australia A2 Work with governments and other industry sectors to develop a whole of chain traceability system

A supporting SWOT analysis can be found in Appendix A

Pillar 2

People

Inspiring people to have pride in working in the stockfeed industry and make the sector one people aspire to work in

STRATEGY	ACTIONS
S2.1 Improving mill staff competency and wellbeing	A1 Advanced feed mill training course fully operational and increased enrolments A2 Training promotion and uptake across members A3 Training program improvement – increased user friendly A4 Links with overseas training programs A5 Provide systems and information for dealing with stress in the workplace
S2.2 Australasian Milling Conference	A1 Successful organisation and conduct of AMC2018, 2020 & 2022 A2 AMC program relevance for members A3 Increased member attendance and participation in AMC
S2.3 Increasing knowledge of and engagement with stakeholders	A1 Website hosted Q&A feed milling forum A2 Work safety incident alert system implemented A3 Run awareness tours for government and industry personnel
S2.4 Increasing new graduate and employee availability	A1 Engage with Ag education institutes to promote the feed sector A2 Investigate sponsorship of graduates and/or trainees at AMC A3 Support members in methods of engaging local communities/schools

A supporting SWOT analysis can be found in Appendix A

Pillar 3

Sustainability

Having a competitive and profitable Australian stockfeed industry

STRATEGY	ACTIONS
S3.1 Sustainable feed manufacture	A1 Explore new FeedSafe modules to include more than feed safety e.g. biosecurity A2 Gain increased participation in annual energy survey and promote the use of the data and make capital improvements based on results
S3.2 Carbon Emissions	A1 Participation in IFIF Specialty Feed Ingredients Sustainability Project A2 Interact with livestock sectors on Life Cycle Analysis projects A3 Respond if and when required to government renewable energy and/or carbon emissions legislation
S3.3 Grain Supply Security	A1 Continue as Feed Grain Partnership members A2 Prepare industry action plan for the next drought including required grain importation A3 Work with the grains industry to promote feed grain breeding and production
S3.4 Livestock Sector Sustainability	A1 Engage with livestock sectors on how and where feed supply fits with their sustainability programs A2 Promote to SFMCA members opportunities to work with livestock sectors A3 Develop policies to parallel livestock industry responses to Antimicrobial Resistance (AMR)

A supporting SWOT analysis can be found in Appendix A

Pillar 4

SFMCA Capacity & Capability

Enhance organisational performance whilst maintaining sustainable resourcing and delivering member value

STRATEGY	ACTIONS
S4.1 Manage relationships to meet Member needs	A1 Identify and understand what the Members want from their Association A2 Work with stakeholders to proactively meet the Members' needs A3 Enhance partnerships with Members and supply-chain participants
S4.2 Implement new funding and business models to ensure future sustainability	A1 Investigate levy arrangements for innovation & adoption projects and biosecurity responses A2 Leverage existing and new work being undertaken by stakeholder organisations for the benefit of the stockfeed industry A3 Identify alternative and enhanced funding sources A4 Future-proof SFMCA by leveraging with other like-minded organisations to ensure longevity of service
S4.3 Enhance communications and services	A1 Implement a new website with member friendly capabilities A2 Improve the communication of industry material to the members
S4.4 Manage SFMCA effectively ensuring governance and business efficiencies are achieved	A1 Train members of the Federal Council in contemporary governance A2 Implement fit-for-purpose best practice corporate governance and reporting A3 Provide easy, efficient and accessible services meeting Member needs

As a result of the mid-term review it was decided to introduce a fourth pillar that focuses on SFMCA the business. A SWOT analysis was not undertaken for this pillar.

Implementing the plan

This Plan defines the primary role and functions of SFMCA.

The Strategic Plan will be implemented through the SFMCA Annual Operating Plan, which details the specific actions to be undertaken each year. The Annual Operating Plan will cover each Financial Year, and is authorised by the SFMCA Federal Council.

In order to successfully implement these Plans, the SFMCA 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

SFMCA will report on progress against the Annual Operating Plan annually against this Strategic Plan.

Strategies and actions will be updated from time to time if significant events or market conditions, however the intent is that this Plan will be the guiding document for SFMCA until the next Strategic Plan is prepared in 2022.

Appendix A

Pillar 1: Standards

SWOT analysis

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • FeedSafe in place and excellent track record • FeedSafe recognised as acceptable Stockfeed manufacturer QA program by end users • Industry acceptance of having to meet standards • Relationship with livestock sectors • Provides confidence to end users of a regulated, industry wide program • Interlinked with other standard bodies e.g. FIAAA 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • National Feed Standard not progressed • State & Fed Govt not committed to mandatory QA. • Lack of uniformity in feed regulations between states • Reduced Govt staff that know about stockfeed and their own regs • FeedSafe QA focused on food safety, lacks focus on feed adherence to quality parameters or other regulatory areas
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Non accredited mills to complete FeedSafe • Lobby for mandatory requirement of QA via legislation for both commercial and private operators • Governments stepping away from regulatory controls move to more self-regulation (this seems more like a threat?) • Working with IFIF • Increasing QA links in the supply chain • Technology to manage databases and traceability • Build on existing standards to cement position of supremacy of our program. • Expansion into affiliated areas e.g. Chaff processing and maintaining minimum standards. • Linkage with Government Regulators – National Feed Standard. • Global push from other countries for higher standards. • Extension of FeedSafe beyond feed safety to other areas e.g. training, environment, sustainability, etc. 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • Retailer/supermarket/end user demands for different QA programs • Activist lobbying for alternate feed standard controls. • Globalisation and pressure from more regulated countries forcing changes to FeedSafe • Non accredited mills • Exotic disease outbreak or food safety event that changes everything • Potential critical non-conformance by a FeedSafe mill discrediting the program • Lack of auditors and Inconsistency in approach • Lack of recognition by peak industry bodies – retailers, DA etc

Pillar 2: People

SWOT analysis

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Diversity – geographic, livestock sectors • SFMCA programs – FeedSafe, training • Growing industry • Existing experience • Stable and mature industry 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • People management skills lacking • Engineering expertise • Industry image • Employment conditions/locations • Pay rate expectation
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Diversity in gender and age can increase • Developing people • Training program rollout • SFMCA Dev Officers role 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • Lack of employer engagement • Time poor staff in mills • Poaching of good staff • Succession planning • Rural locations attracting staff • Metro locations competing with other employers

Pillar 3: Sustainability

SWOT analysis

<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Australia considered clean and green • Increasing awareness of sustainability across the supply chain • Annual Energy Survey results data collection 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Conservative industry • Lower margin and profit industry limits capital funds availability • Many issues beyond our control • Smaller members lack motivation to address sustainability
<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Rising energy costs drive change • Availability of more efficient equipment, additives and processes • Community expectation of sustainable industries • IFIF global project involvement 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • Rising energy costs • Grain supply security • Climate variation • Government policy changes • Community driving faster than industry can comply with

Appendix B

SFMCA Industry Strategic Plan 2017-22

Mission

To provide leadership to the Australian stock feed industry in the development of sustainable systems for the production of safe feed for food.

Pillars

Standards	People	Sustainability	SFMCA Capacity & Capability
Ensure the Australian stockfeed industry meets required international and domestic regulatory standards and end-user quality expectations	Inspiring people to have pride in working in the stockfeed industry and make the sector one people aspire to work in	Having a competitive and profitable Australian stockfeed industry	Enhance organisational performance whilst maintaining sustainable resourcing and delivering member value

Key Strategies

S1.1 Improve the supporting systems of FeedSafe	S2.1 Improving mill staff competency and wellbeing	S3.1 Sustainable feed manufacture	S4.1 Manage relationships to meet Member needs
S1.2 Participate in International stockfeed projects	S2.2 Australasian Milling Conference	S3.2 Carbon Emissions	S4.2 Implement new funding and business models to ensure future sustainability
S1.3 Feed regulator engagement	S2.3 Increasing knowledge of and engagement with stakeholders	S3.3 Grain Supply Security	S4.3 Enhance communications and services
S1.4 Participation in various industry Standards Committee	S2.4 Increasing new graduate and employee availability	S3.4 Livestock Sector Sustainability	S4.4 Manage SFMCA effectively ensuring governance and business efficiencies are achieved
S1.5 Assist in the development of effective traceability systems			

Outcomes

An industry that has a reputation for the manufacturing of safe feed for food	An inspired workforce that takes pride in the goods it manufactures	Stockfeed manufacturers known for proactive and responsible stewardship	A respected, focused 'can-do' organisation that has the future of the industry as its focus
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