



Australian Fertiliser Services Association
National Strategic Plan

Three years to 2018

February 2016



AFSA National Strategic Plan 2015 to 2018

Introduction

The purpose of the Australian Fertiliser Services Association strategic plan is to provide a roadmap for the Association for 3 years to 2018

Profile of the Association

The Australian Fertiliser Services Association is the industry body for those who manufacture, distribute, sell, store, transport, spread or provide advice on the use of fertilisers or soil ameliorate products. Formed in 1972, having a national structure, the AFSA has members in all states and is recognised by government, both federal and state as an industry leader.

Our Vision

AFSA is recognised as the leading independent, representative body of service providers in the Fertiliser Industry in Australia.

Our Purpose

To advance the interests of the Association, its members and the industry generally

Our Key Objectives

1. Diversify and increase membership
2. Have the AFSA seen as a positive force for environmental sustainability and food security
3. Conduct the affairs of the Association in a businesslike manner

Our Values

- Integrity - Doing what we say we will do
- Respect - Towards our members and other stakeholders
- Openness - Open honest governance without hidden agendas

The Strategic Plan

Our Purpose

To advance the interests of the Association, its members and the industry generally

Our Key Objectives

| | | |
|--|--|---|
| Diversify and increase membership | Have the Association seen as a positive force for environmental sustainability and food security | Conduct the affairs of the Association in a businesslike manner |
| Portfolio Member Services and Capacity Building | Portfolio Industry stewardship | Portfolio Governance |
| <p>Key strategies</p> <ul style="list-style-type: none"> • Retain existing members • Diversify the membership base • Provide value adding services to members • Keep members informed about industry developments and the Association • Raise the profile of the Association • Advocate on behalf of members to regulatory agencies • Build member capacity through knowledge sharing and learning | <p>Key strategies</p> <ul style="list-style-type: none"> • Cooperate with Fertilizer Australia in the promotion and development of Fertcare. • Maximise adoption of Fertcare and AccuSpread by members • Increase demand for Fertcare testing and accreditation • More closely align Association policy with environmental sustainability and food security • Strengthen relationships with State and Federal Governments & Members of Parliament • Strengthen relationships with key industry stakeholder groups | <p>Key strategies</p> <ul style="list-style-type: none"> • Fulfil the Association's obligations • Broaden the revenue stream • Ensure/enhance financial sustainability • Manage strategic and operational risks • Provide the resources for the achievement of the strategic and operational objectives • Monitor, evaluate and report to stakeholders on performance • Review the positioning and branding of AFSA |

Australian Fertiliser Services Association

National Operations Plan

Three years to 2018

February 2016



2015 – 2018 Operations Plan

Membership Services and Capacity Building

Key objective **Diversify and increase membership**

Goals

- Achieve a membership base of 300 by 2018
- Broaden the range of value adding services offered to members
- Better communicate with and engage members
- Represent the interests of members
- Build the capacity of members to be successful

| Strategies | Actions | By whom | When |
|---|---|---------|------|
| <ul style="list-style-type: none"> • Retain existing members • Diversify the membership base • Provide value adding services to members • Keep members informed about industry developments and the Association | <ul style="list-style-type: none"> • Promote the benefits of membership • Identify and implement actions to engage and retain existing members • Focus the role of the states on member follow-up and support and creating networks for knowledge and information sharing • Have states use the member induction process to welcome new members • States to provide opportunities for members to meet people who have a passion for the industry • Adopt a “Buddy” system for new members to welcome them and provide another point of contact for knowledge • Target industry suppliers, sales, advisory and distribution sectors for new members • Promote the Association’s Code of Practice to existing and potential members as a benefit of membership • Implement the WHS programme • Implement the proposed driver training programme • Identify and promote business opportunities for members • Provide a Q and A service through the Customer Service Officer • Identify potential topics for the magazine and the website that will be of interest to a more diverse member base. • Develop an events program – seminars and field days • Identify opportunities for greater involvement of sponsors in the work of AFSA • Provide regular emailed short industry updates to members • Keep the website up to date and provide regular items of interest to members. | | |

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| <ul style="list-style-type: none"> • Raise the profile of the Association • Advocate on behalf of members to regulatory agencies • Build member capacity through knowledge sharing and learning | <ul style="list-style-type: none"> • Conduct more state based promotional events • Identify media opportunities for promoting the profile of AFSA and the benefits of membership • Broaden the distribution of the magazine to DPI's, Agricultural Education Institutions, Local Land Boards • Liaise with Roads and Traffic Agencies in the states for updates that impact on members and when required meet with them to present the AFSA position • Use the website to communicate about members who have specific knowledge and experience that could benefit other members • Implement a learning and development programme • Build networks with key industry suppliers and sponsors to share knowledge and increase opportunities for sponsorship of projects | | |
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Indicators of Success

- Level of achievement of membership targets
- Increasing member participation measured by the level of involvement in states' activities
- Learning and development programme in place and working
- Evidence of a broadening member base
- Website kept up to date
- Regular newsletter being issued
- Level of positive feedback on the magazine, newsletter and website

Key objective: Have the Association seen as a positive force for environmental sustainability and food security

Goals

- Achieve 100% take-up of Fertcare by members
- Have 95% of members' spreaders AccuSpread accredited by 2018
- Increase annually the number of non-member spreading machines that are AccuSpread accredited
- Increase the demand for Fertcare accredited businesses and operators across the industry
- Strengthen relationships with State and Federal Governments, Members of Parliament and key stakeholder groups

| Strategies | Actions | By whom | When |
|--|--|---------|------|
| <ul style="list-style-type: none"> • Cooperate with Fertilizer Australia in the promotion and development of Fertcare. • Maximise adoption of Fertcare and AccuSpread by members • Increase demand for AccuSpread testing and accreditation • More closely align the work of the Association with environmental sustainability and food security • Strengthen relationships with State and Federal Governments & Members of Parliament • Strengthen relationships with key | <ul style="list-style-type: none"> • Provide strong leadership to the Fertcare Management Committee • Increase awareness of advisors and users of fertilizer of the risks of using non-Fertcare accredited advisers and service providers • Cooperate with FA to attract a wider audience to the Annual Conference • Regularly communicate with members to positively influence their adoption of Fertcare. • Increase the level of understanding of AccuSpread by members • Identify and promote success stories • Have state committees address Fertcare training needs. • Promote AccuSpread to farmers and advisers • Identify Ag/food QA programs with which Fertcare, and AccuSpread should be aligned • Align Association policy with environmental sustainability and food security • Identify the key industry topics on which the Association does not have/needs to have a policy position • Develop relevant policies on industry issues and member concerns • Communicate AFSA's policy position on key policies when there is a relevant issue in the media • Meet with government agencies to demonstrate how Fertcare can be part of solutions. • Identify opportunities for relevant federal and state members of parliament to participate in AFSA events programmes • Identify and understand legislation relevant to members and communicate the implications to members. • Identify potential partnerships that could assist the | | |

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| industry stakeholder groups | <p>Association to better achieve its goals</p> <ul style="list-style-type: none"> • Advocate to key community groups to create awareness of, and build support for, AFSA and its programs. E.g. <ul style="list-style-type: none"> ▪ Catchment Management Authorities ▪ Farmers Groups ▪ Conservation farmer groups ▪ Agronomists and Advisers ▪ Local Land Boards ▪ Organic and inorganic industry ▪ Suppliers | | |
|-----------------------------|--|--|--|

Indicators of Success

- Increasing trend in level of Fertcare take-up by members v target
- Increasing trend in number of AccuSpread tested machines operated by members
- Increasing trend in number of AccuSpread tested machines operated by **non**-members
- Increasing trend in AFSA website “ hits”
- Trend in demand for Fertiliser news and articles
- Increasing demand for accredited businesses and operators across the industry
- Level of support for association events

Governance

Key objective: To be recognised as a strong voice for the industry, operating in a businesslike manner in the best interests of its members.

Goals

- Provide efficient and effective services to members
- Financial sustainability
- Comply with all legal requirements
- Achieve budget

| Strategies | Actions | By whom | When |
|---|--|---------|------|
| <ul style="list-style-type: none"> • Fulfil the Association’s obligations • Broaden the revenue stream • Manage strategic and operational risks • Provide the resources for the achievement of the strategic and operational objectives • Monitor, evaluate and report to stakeholders on performance • Review the positioning and branding of AFSA | <ul style="list-style-type: none"> • Develop a systematic approach to compliance (check list) • Create new classes of membership • Target sponsorship of specific programmes and activities • Identify and apply for relevant, potential grants • Identify benefits/services for which members and non-members would be prepared to pay • Identify the risks to the Association, prioritise and address them • Re-negotiate deliverables and accountabilities in the MOU with Fertilizer Australia. • Engage part time resources to improve service delivery • Co-opt members to assist with program delivery • Regularly inform members of progress on implementation of programs, projects and overall performance • Develop a new annual report format • Consider options for repositioning AFSA e.g. Fertiliser Services Australia | | |

Indicators of Success

- Level of compliance with statutory requirements
- Level of achievement of operational targets
- Level of achievement of the budget and financial targets
- The success rate of grant applications
- The trend in the level of income from sources other than membership