



YEAR IN REVIEW  
**2023**



# ALFA

## THE AUSTRALIAN LOT FEEDERS' ASSOCIATION

The Australian Lot Feeders' Association (ALFA) is the peak national body representing the Australian cattle feedlot industry

### OUR VISION

ALFA works towards fostering a profitable and sustainable feedlot industry that is recognised and valued by the community for producing quality grain fed beef to the highest ethical, environmental, humane, and animal welfare standards.

### OUR MISSION

ALFA strives to improve the profitability, professionalism and community standing of the feedlot industry and does this by working on behalf of our members to deliver:

- ▶ **Industry Representation** – ALFA establishes effective and strategic policy and advocacy aimed at representing the interests of our members and the feedlot industry, at a government and industry level.
- ▶ **Strategic Levy Investment** – ALFA guides and oversees grain fed cattle transaction levy investment via Industry Service Providers, to maximise returns for the feedlot sector and broader industry.
- ▶ **Industry Development and Extension** – ALFA undertakes activities aimed at improving industry settings and opportunities via the development and delivery of standards, training, events, leadership, awards and career development opportunities.
- ▶ **Membership Services** – ALFA delivers value to our membership via provision of services.

### OUR GOALS

- ▶ Be the recognised voice of the Australian cattle feedlot industry.
- ▶ 100% representation of all Australian cattle feedlots.
- ▶ Increase the profitability and sustainability of our members' businesses.
- ▶ Influence the operating environment to enable feedlots to continually improve, adapt, and innovate.
- ▶ Be a leader in animal welfare, environmental and production standards.
- ▶ Attract, retain and grow a professional and skilled feedlot industry workforce.

### OUR REPRESENTATION

ALFA is proud to have a strong membership of feedlot operators that collectively represents close to 90% of Australia's cattle feedlot capacity. Feedlot representatives are directly elected to the ALFA Council from the membership, to represent their interests and champion policy, advocacy and activities for the betterment of the feedlot industry.

### OUR VALUES

-  **COMMUNITY:**  
Members are our top priority.

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-  **INFLUENCE:**  
We are effective in our advocacy efforts.

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-  **EXCELLENCE:**  
We strive for quality and continuous improvement.

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-  **INTEGRITY:**  
We adhere to the highest standards and act with composure, respect and fairness.

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-  **PROFESSIONALISM:**  
We adhere to best practice governance.

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-  **COLLABORATION:**  
We work with others to achieve our goals.

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-  **CARE:**  
We care about our cattle, our people, our community, the environment, and our markets.



# AUSTRALIAN FEEDLOT INDUSTRY **FAST FACTS**



## ECONOMIC CONTRIBUTION

**VALUE:** Turnover equated to \$5.4 billion and contributed \$812 million to Australia's GDP in 2021.\*

**ESSENTIAL INDUSTRY:** The Australian economy would shrink by \$10.3 billion and shed 49,000 full-time employees if feedlots ceased to exist.\*\*



## QUALITY ASSURANCE CREDENTIALS

**ACCREDITED:** Operates under Australia's oldest agriculturally based quality assurance program, National Feedlot Accreditation Scheme (NFAS).

**CERTIFIED:** Certified 'Grain Fed' beef must come from an NFAS accredited feedlot.

**ANIMAL WELFARE:** 88.02% compliance with NFAS Animal Welfare requirements in 2022, down from 96.7% in 2021 due to observed non-compliance of documentation and monitoring requirements under the NFAS Program which have since been corrected.†

**ENVIRONMENT:** 99.9% compliance with NFAS Environmental requirements in 2022, up from 99.5 % in 2021, ensuring our land and waterways are cared for according to world's best practice standards.‡

**AMS:** Moved toward 100% compliance with the requirement for NFAS accredited feedlots to have an Antimicrobial Stewardship Plan in place since January 2022. Previously, 62% of NFAS audited feedlots voluntarily adopted an Antimicrobial Stewardship Plan in 2021.°

**SHADE:** The feedlot industry has voluntarily increased cattle under shade from 810,376 head in June 2020, representing 56% of capacity, to 1,065,502 head in June 2023, and this now represents 68% of Australia's feedlot capacity.°°



## SIZE OF INDUSTRY

**FACILITIES:** 349 NFAS accredited feedlots. ^

**CAPACITY:** 1.55 million head. ^

**EMPLOYMENT:** Employs 2,000 people directly and 30,000 indirectly.††

**OWNERSHIP:** 98% are family owned and operated.

**EQUALITY:** Over 1/3 of employees are female.



## PRODUCTION

**ON FEED:** Cattle on feed averaged 1.16 million head per quarter in the year to March 2023.‡

**RECORD NUMBERS:** Cattle on feed reached a record 1.27 million head in March 2022.‡

**GRAIN FED BEEF:** From October to December 2021, grain fed beef accounted for a record 54.5% of total beef production and over 50% of the cattle slaughtered in Australia.‡

\* State of the Industry Report 2022, MLA  
‡ Deloitte Australia

^ NFAS Annual Report 2022, AUS-MEAT

† Independently verified at 2022 NFAS audits, AUS-MEAT

‡ Independently verified at NFAS audit during 2022

° AUS-MEAT NFAS Audit questionnaire, March 2020-2021

°° ALFA/MLA Technical Services Officer survey, 2023

^ MLA/ALFA Quarterly Feedlot Survey, March 2023

‡ ALFA/MLA Grain Fed Beef Survey February 2022



# DELIVERED ON BEHALF OF LOT FEEDERS | 2022-23

## A REFINED STRATEGY FORWARD

The ALFA Council continued to operate to the Association’s Strategic Operating Plan (SOP) as outlined in the ALFA Initiatives 2020-2023 document, which identifies goals and activities under seven priority focus areas:

<b>OUR PRIORITY FOCUS AREAS</b>	<b>1</b> OUR PEOPLE
<b>2</b> OUR CUSTOMERS, CONSUMERS AND COMMUNITIES	<b>3</b> OUR LIVESTOCK
<b>4</b> OUR ENVIRONMENT	<b>5</b> OUR MARKETS
<b>6</b> OUR SYSTEMS	<b>7</b> OUR ASSOCIATION

Importantly, ALFA’s SOP is closely aligned with the key objectives within Red Meat 2030. This comprehensive industry strategy was collaboratively developed by the red meat and livestock sector under the Red Meat Advisory Council (RMAC).

Throughout 2023, ALFA remained actively engaged with RMAC in a comprehensive review of Red Meat 2030. As a result of this review, a revitalised strategy was unveiled in June 2023.

RMAC, alongside its member Peak Industry Councils and the industry’s three research and development corporations, will conduct annual assessments of progress toward the 26 success indicators identified in Red Meat 2030. This assessment will be facilitated through a purpose-built, repeatable reporting framework beginning in 2023. By following this process, any gaps or delays in achieving the strategic priorities of Red Meat 2030 can be identified. This approach serves to pinpoint areas that require further attention and action.

ALFA’s SOP has demonstrated enduring effectiveness, owing to the initial insights contributed by members, ALFA Committees, and the ALFA Council. This SOP continues to serve as a steadfast guiding force, shaping ALFA’s trajectory and driving its activities.





# OUR PEOPLE

## OUR GOALS

- ▶ Attract, retain and grow a professional and skilled feedlot industry workforce.
- ▶ Increase the profitability and sustainability of our members' businesses.

## INITIATIVES

- ▶ ALFA Training Programs and Events.
- ▶ Feedlot TECH, Training, Education & Careers Hub.
- ▶ Professional Development Programs.
- ▶ ALFA Annual Recognition of Excellence Program.
- ▶ Technical Support and Extending Research.

## ALFA TRAINING PROGRAMS AND EVENTS - BUILDING FEEDLOT INDUSTRY CAPACITY

ALFA is dedicated to boosting industry capacity and supporting members in providing access to quality learning programs for their teams. Building capable, high-performing teams is key for operational excellence and attracting future talent.

We achieve this through annual vibrant events, training programs, online courses via Feedlot TECH, workshops, tours, development courses, scholarships, and our annual conference. In 2022-2023, we enhanced our offerings.

We've upskilled over 3,000 individuals through in-person and online training programs during the past year. This engagement demonstrates our commitment to growing a professional and skilled feedlot industry workforce.

### CAPACITY BUILDING ACTIVITY SNAPSHOT 2022-23

- ▶ Registrations to ALFA in-person training courses - **1,900**
- ▶ Online training enrolments on Feedlot TECH - **1,360**
- ▶ Individuals using Feedlot TECH to upskill - **1,503**

### 2022-23 Training Program:

- Nutrition & Milling Workshop Series
- "Going Under Cover" Info Session (WA)
- Pop-Up Webinar - Cyber Security
- "Going Under Cover" - Feedlot Tour
- Margin & People Management (MPM) Program
- BeefEx Conference
- Feedlot TECH online training modules in Feedlot Fundamentals

## FEEDLOT TECH – TRAINING, EDUCATION AND CAREERS HUB



Launched in October 2021, Feedlot TECH is an online platform that showcases the many career, employment, and professional development opportunities available within the feedlot sector, across all career stages.

The tool provides the Australian feedlot sector, its businesses, and current and prospective employees with a clear career pathway and associated training, professional development and support networks.

Feedlot TECH is designed to do this through:

**Career Pathways:** Feedlot TECH promotes the vast feedlot career opportunities and pathways available to individuals coming into the sector, along with the associated training required to progress through the industry.

**Training:** Feedlot TECH provides links to training and professional development opportunities through a 'directory' that relates training courses to feedlot teams and stages along the career pathways. The online Training Hub provides training courses that are practical, cover core feedlot skills and can be easily integrated into daily operations and training of staff. A range of online training courses and resources are available, including training on Feed Shed Loader Operations, Feed Truck Operations, Cattle Backgrounding and Induction, Antimicrobial Stewardship, Pen Cleaning, Manure and Environmental Management, Caring for Cattle, Practical Bovine Post-mortem Techniques, and more.

**Resources:** Feedlot TECH brings together feedlot-specific resources in one easily-accessible location, including up-to-date information on new technologies, best practices, 'how to' guides and links to standards and guidelines, to assist lot feeders with daily feedlot operations.

Central to the initiative is the provision of training-learning and education resources housed in a learning management hub which provides feedlot operators and individuals better access to training, professional development and career path opportunities.

Feedlot TECH is a joint project between ALFA and Meat & Livestock Australia (MLA), and its continued investment will rely on successful feedlot uptake. Visit [feedlots.com.au/careers](https://feedlots.com.au/careers) and [feedlottech.com.au](https://feedlottech.com.au) for further information.



## CAREER PATHWAYS:

### Scott Braund, General Manager | Mort & Co GM Feedlots, QLD



Growing up on a cattle property in Ebor, NSW, Scott Braund always knew agriculture would be part of his future – and as a young man fresh out of university, a dynamic career in the lot feeding industry beckoned.

“In 1994 the lot feeding industry had been in a huge initial growth stage,”

Scott explains. “Rockdale Beef, Tabbita Feedlot, Killara Feedlot – they’d all been developed and it appealed to me. That was where the action was at in the beef sector.”

#### Launching Australia’s biggest greenfield development

Scott’s been part of that action for the best part of 30 years now. He’s the General Manager of Feedlots at Mort & Co, Australia’s largest privately-owned beef cattle lot feeding, management, and marketing company.

Scott’s seen plenty of highlights in his 18 years with Mort & Co, but says it’s hard to beat being part of

what was then the biggest greenfield development undertaken for some time – Grassdale Feedlot.

“Not everyone is afforded an opportunity like that and I was fortunate to have a prominent position in that project – developing an asset that size from greenfield,” Scott said.

“It was a remarkable team of people who helped bring that together and it’s now the largest feedlot in Australia.

“Along the way Mort & Co also purchased other assets at Gunnee and Pinegrove and creating and integrating the three sites together has always been a big part of what I do.”

#### American experiences shape career

Scott landed his first job in the feedlot industry in 1995 – a pen rider and bunk reader at Jindalee Feedlot, then owned by Cargill Beef. Since then he’s done “pretty much every role in the feedlot,” he says. By the late 1990s, Scott was managing Jindalee Feedlot and made several trips to Cargill’s U.S. cattle feeding business, Caprock Industries. The overseas experiences provided a wealth of knowledge he’s implemented throughout his career.

**Read the full story on [Feedlot TECH](#).**

### Feedlot Fundamentals | an online e-learning journey



ALFA and MLA’s capability-building strategy focuses on online courses through Feedlot TECH, addressing essential skills across all feedlot departments. This

ambitious approach involves delivering a comprehensive set of Feedlot Fundamentals short courses. These courses cover various skill areas within feedlot operations. ALFA’s Feedlot Fundamentals program aims to streamline upskilling for feedlot operators.

During 2022-23 two key areas of feedlot operations were delivered via eLearning:

#### eLEARNING | Feedlot Nutrition, Feeding and Milling Operations

In October 2022, ALFA and MLA introduced the “Feedlot Nutrition, Feeding and Milling Operations” course on Feedlot TECH. This course is part of the Feedlot Fundamentals online training series.



These concise online courses encompass crucial subjects including feedstuff energy, ration components, milling essentials, advanced milling and grain processing, commodity and ration testing, and effective record-keeping techniques.

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### **eLEARNING | Livestock Handling Course**

In February 2023, ALFA and MLA introduced the “Livestock Handling” course as part of the Feedlot Fundamentals training on Feedlot TECH.

This comprehensive course is divided into seven modules, imparting skills in low-stress livestock handling. It covers areas such as evaluating animal well-being, adhering to fit-to-load standards, and implementing safety protocols for both staff and cattle.

The next course in the Feedlot TECH series, focusing on the “Fundamentals of Pen Riding,” has just been released and is anticipated to provide invaluable insights for feedlots.

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### **WORKSHOP SERIES | Nutrition and Milling**

In September, ALFA successfully conducted its first in-person Nutrition & Milling workshop series post-COVID-19. This workshop featured industry experts who provided valuable training on key subjects including Antimicrobial Stewardship, loading mixing & delivery, bunk management, and feed mill maintenance. Held across different locations in Australia, a total of 178 individuals benefited from upskilling during this workshop, and we extend our gratitude to our sponsor Elanco.

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### **WORKSHOP SERIES | AWO Training goes online**

Ensuring excellent animal health and welfare outcomes is pivotal for Australia’s cattle feedlot industry. ALFA’s priority is to conduct the Animal Welfare Officer (AWO) Certified Training bi-annually in person, with the next session set for 2024. However, due to COVID-19 restrictions in 2021, an online training course was developed to cover AWO topics and objectives, providing an option when in-person training is unfeasible.

The online course, launched in June, has already trained 80 individuals through Feedlot TECH. While face-to-face training remains preferred and will continue bi-annually starting 2024, the online option offers flexibility when travel is restricted or demand exceeds capacity. MLA’s funding support has been instrumental in developing these training materials for lot feeders.

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### **WEBINAR | Cyber Security**

In March, ALFA partnered with ParaFlare for a webinar to enhance members’ grasp of Cyber Security in 2023. This topic gained urgency with news of the Optus and Medibank data breaches late in 2022.

ParaFlare specialises in advanced cyber security, addressing unknown threats and offering swift response solutions. Marcus Thompson, former Head of Information Warfare at the ADF, shared insights on effective cyber security practices for the Feedlot Industry.

To access the recording of ALFA’s webinar on Cyber Security, titled “What does getting it right look like?”, visit Feedlot TECH.

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### **SPECIAL EVENTS | ‘Going Under Cover’ WA Information & Networking Session**

In March 2023, ALFA, along with MLA, joined forces with the WA Lot Feeders’ Association (WALFA) to organise an informative networking session for 103 delegates. This event aimed to amplify the findings of MLA Research Projects related to shade and covered housing structures, promoting their understanding and adoption in Australian feedlots.

Major sponsors MLA and Nutriment Health, along with event partners Eagle Direct, Auspan/Entegra, Polytex, West Tarp, and NetPro Canopies, played a crucial role in making this event a success. The session served as a valuable lead-in to the WALFA’s BetterBeef event and tour.





## PROFESSIONAL DEVELOPMENT PROGRAMS

### Margin & People Management (MPM) Program



ALFA's MPM Program, now in its 13<sup>th</sup> year, continues to offer valuable insights. This program is tailored for a yearly cohort of up to 12 lot feeders and industry professionals. Its purpose is to provide participants with an in-depth comprehension of modern feedlot business management.

The group convenes three times in Sydney and Brisbane for interactive sessions led by various facilitators. The concluding session involves a feedlot tour, where participants gain firsthand perspectives from Feedlot Managers who have completed the Program.

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### PROFESSIONAL DEVELOPMENT | Grain Fed Beef Industry Scholarship to ARLP Course 29

The Australian Rural Leadership Program (ARLP) is based on the Australian Rural Leadership Foundation's (ARLF) 30 years of experience, with a leadership model that reflects current thinking and practice in the areas of adult education, leadership and capacity building. ALFA, with the support of MLA and grain fed levies, supported Tim Brennan and Ryan Brown to participate in Course 29.

### MPM Program Course 13 Graduates:

- ▶ Cameron Fowke - Feed Mill Supervisor, Teys Condamine
- ▶ Catherine (Kitty) Sheridan - Manager Projects & Innovation, Killara
- ▶ Edward (Ed) Thomas - Farm Manager, Gundamain Pastoral
- ▶ Jack Sher - Feedlot Manager, Beefcorp Australia Pty Ltd (Palm Cove)
- ▶ Jacob Leak - Operations Manager, Teys Australia - Jindalee
- ▶ Jessica Wilcock - Feedmill Supervisor / Leading Hand, Teys Charlton
- ▶ Joel Trim - Mill Supervisor, Elders Killara
- ▶ Justin Plath - Livestock Supervisor, Stanbroke Beef
- ▶ Kelly Nankivell - Business Administration Manager, Thomas Foods International
- ▶ Mark Nothdurft - Leading Hand - Mill, Stanbroke Beef
- ▶ Mathew Dench - Feedlot Manager, Dimboola
- ▶ Reginald (Reg) Wenham - Stockman, Pakaderinga
- ▶ Thomas Keaveny - Operations Supervisor, JBS Mungindi

For more information on MPM visit [feedlots.com.au/mpm](https://feedlots.com.au/mpm)







### PROFESSIONAL DEVELOPMENT | Grain Fed Beef Industry Scholarship to TRAIL 2022

ALFA, with the support of MLA and grain fed levies, supported two positions on the ARLF's TRAIL Program in 2023. TRAIL is a cross-sector, challenge-based leadership program set in Canberra and region, for Australia's future emerging rural leaders.

Opal Creek Feedlot's Angus Lee and Jindalee Feedlot's Jacob Leak were awarded scholarships to attend the TRAIL Program which commenced in March 2023.

### INDUSTRY TOUR | 'Going Under Cover' Feedlot Tour



**ALFA and MLA organised a four-day bus tour in May 2023 to disseminate MLA Research Project findings about shade and shelter structures in Australian feedlots. This initiative aimed to enhance comprehension and adoption of shade solutions.**

The tour included visits to multiple feedlots showcasing diverse shade systems. It allowed lot feeders to directly learn from their peers about the benefits of these structures. With 48 delegates present, topics covered barriers to adoption, financing, animal welfare advantages, research results, and access to resources including design guides and manufacturers.

Thanks to the support of MLA, as the major sponsor, and tour partners such as Action Steel, Entegra Signature Structures, Central Steel Build, Biolinks4Plants, Raroola Structural, Spanlift, Eagle Direct, and Risk Pass, this inaugural feedlot tour achieved remarkable success.





# ALFA BEEF EX 2022

18-20  
OCTOBER  
2022

BRISBANE SHOWGROUNDS, QUEENSLAND

After enduring the COVID-19 disruptions, our reunion at BeefEx22 was a fitting celebration of the grain-fed beef industry and our collective accomplishments during challenging times.

With over 700 industry members in attendance and 80+ exhibitors, BeefEx22 spanned three days of engaging discussions and industry connections. The program delivered on its promise, featuring captivating speakers like Peter Costello, Michael McQueen, Rob Redenbach, Anneline Padayachee, and Oil le Lievre from Humans of Agriculture who closed the event.



The program included unique touches, such as MLA Head Chef Sam Burke live-crossing to the kitchen where he was cooking Australian grain-fed beef, and showcasing the lot feeding community including the Drury family from Condabri Feedlot QLD and the Madden Family from Smithfield Cattle Co. QLD. Notably, Frasers Transport's Kenworth prime mover's spectacular entrance marked a memorable start.

The trade floor buzzed with cutting-edge technology, science, and feedlot essentials. Social functions kept attendees entertained with performances, a pub choir, a flash mob, and live animals, ensuring a vibrant atmosphere throughout the event.





## ALFA ANNUAL RECOGNITION OF EXCELLENCE PROGRAM

Fostering excellence within the feedlot sector is ALFA's core mission. The Recognition of Excellence Program embodies this commitment, striving to cultivate a skilled and dedicated workforce by acknowledging both business and individual achievements. This initiative oversees a range of industry awards and scholarships, spotlighting excellence, and fostering ongoing growth and advancement.

Though not all initiatives operate on a yearly basis, ALFA's Recognition of Excellence Program encompasses the following:

- ▶ Australian Feedlot of the Year Competition
- ▶ ALFA Young Lot Feeder of the Year Award
- ▶ ALFA Excellence in Feedlot Education Medal
- ▶ ALFA Award for Innovation
- ▶ ALFA Community Heroes Award
- ▶ ALFA Outstanding Services to the Feedlot Industry Award
- ▶ ALFA Life Membership Award
- ▶ Grain Fed Beef Industry Scholarship to Australian Rural Leadership Program (ARLP)
- ▶ Grain Fed Beef Industry Scholarship to Training Rural Australians in Leadership (TRAIL)
- ▶ ALFA Conference Student Scholarship

### ALFA YOUNG LOT FEEDER OF THE YEAR 2022



This award is designed to nurture qualities in emerging leaders, empowering them to think innovatively, envision boldly, and consistently expand their perspectives about the Australian lot feeding industry and its possibilities. Sponsored by Performance Feeds, this accolade celebrates and motivates the industry's invaluable asset: its people, who play a pivotal role in ensuring the industry's future success and sustainability.

Among the three Grand Finalists listed below, the winner, Kailen Hodgson, was declared at BeefEx 2022.

- ▶ **Kailen Hodgson, Smithfield Cattle Co. - Smithfield Feedlot QLD**
- ▶ Caitlin Herbert, Gundamain Pastoral Co. – Gundamain Feedlot NSW
- ▶ Mitchell Elliott, AACo - Aronui Feedlot QLD

### ALFA EXCELLENCE IN FEEDLOT EDUCATION MEDAL 2022

The Medal, proudly sponsored by Zoetis, recognises and awards individuals within the feedlot sector that are demonstrating excellence in feedlot operation skills and who are applying skills or knowledge as a result of participating in, or graduating from, training.

**Bec Donnelly, Operations Manager, Roma Feedlot and Spelling Yards,** was announced as the 2022 winner at BeefEx22.





## ALFA AWARD FOR INNOVATION 2022

Sponsored by Integrated Animal Production, this award acknowledges excellence in innovation by companies supplying and servicing the Lot Feeding sector.

**Horse Records** won with their one-of-a-kind horse safety management system. It is the only compliance software system in Australia for businesses that utilise horses. The Horse Records Compliance software is utilised to meet the three safety requirements for businesses with Horses being biosecurity, due diligence and workplace health and safety.



## ALFA COMMUNITY HEROES AWARD 2022

Australian feedlots are vital to the fabric of rural and regional Australia by creating jobs, supporting families, and contributing to local economies and the environment. This award, proudly sponsored by Lallemand Animal Nutrition, recognises and rewards those feedlots that are actively nourishing their local communities and environment by going above and beyond to support their community, that ‘give back’ and better the environment around them.

In its second year, the ALFA Community Heroes Award was awarded to **Thomas Foods International – Southern Cross Feedlot**, South Australia, for their Rural Pathways program working on closing the city/county divide.



## TECHNICAL SUPPORT AND EXTENDING RESEARCH

### Continuing to provide one-on-one technical support for lot feeders

As a complimentary service to all lot feeders, ALFA, in partnership with MLA, offers a dedicated Technical Services Officer, Jeff House, who delivers the latest technical information, education, training and support to feedlot operators in the field. Each feedlot visited receives a *Research Extension Information Pack* consisting of ALFA and MLA research and development resources. With COVID-19 travel restrictions now in the past, Jeff enjoyed getting back out on the road, visiting over 100 feedlots.

To request the complimentary services of the ALFA/MLA Feedlot Technical Services Officer, contact Jeff House on:

**M.** 0419 262 207

**E.** [jeff.house@feedlots.com.au](mailto:jeff.house@feedlots.com.au)





# OUR CUSTOMERS, CONSUMERS & COMMUNITY

## OUR GOALS

- ▶ Influence the operating environment to enable feedlots to continually improve, adapt and innovate.
- ▶ To be the recognised voice of the Australian cattle feedlot industry.

## INITIATIVES

- ▶ Promoting the Feedlot Industry’s Production, Welfare and Environmental Credentials.
- ▶ Promote Industry Career Opportunities.
- ▶ Alumni Engagement.

## PROMOTING THE FEEDLOT INDUSTRY’S PRODUCTION, WELFARE AND ENVIRONMENTAL CREDENTIALS

### GRAINFEDBEEF.COM.AU

Since its launch at Beef Australia in 2021, [grainfedbeef.com.au](http://grainfedbeef.com.au) has been a platform to highlight the strengths of the grain-fed beef production system and the dedicated individuals shaping this sector. Its aim is to empower the feedlot industry to share its narrative about nourishing cattle, land, and communities.

The platform was crafted to proudly showcase our practices, educate consumers about our industry, and address their curiosity about their food’s origins. In light of misleading claims, competition from alternative proteins, activism, and dietary shifts, this dedicated resource serves to create a united voice emphasizing our care for livestock, environment, and communities.

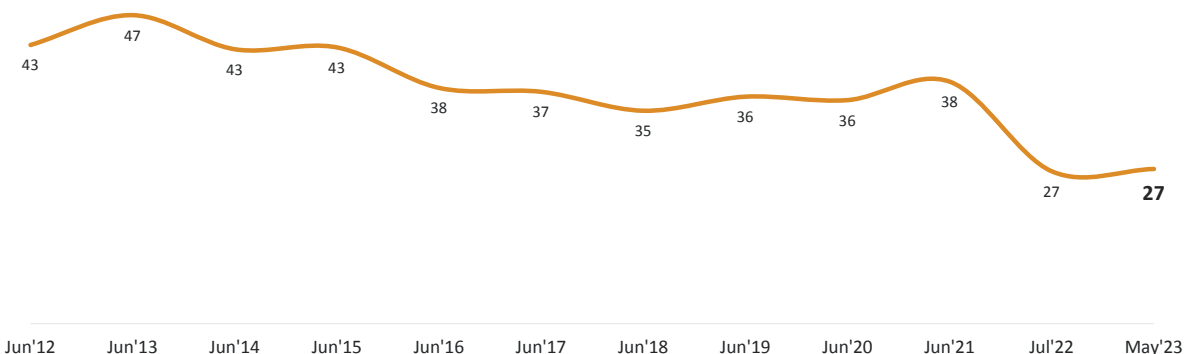
Since 2010, MLA has partnered with Pollinate Market Research, providing invaluable data on consumer trust, attitudes, and red meat consumption in Australian metropolitan areas.

The below graph shows how concerns have decreased around beef production in grain feeding facilities over the past decade, of which ALFA & MLA community engagement activities have contributed to.

Current trends indicate generally favorable consumer perceptions of all red meat production. Importantly, there’s a strong link between consumer knowledge of our practices and their overall attitude toward red meat, so it is crucial that we continue to build on this progress.

## Concerns around beef production at a grain feeding facility have declined over the past decade, with a significant reduction over the past two years.

Concern of beef production stages (extremely/very concerned %) – Among meat eaters



Source: MLA community sentiment research by Pollinate, May 2023



## PROMOTE INDUSTRY CAREER OPPORTUNITIES

On behalf of industry, ALFA actively represents lot feeders at various career expos across the country, including ICMJ Wagga Wagga, Rockhampton, AgVision in Sydney, PIEFA Conference, UNE Armidale's Farming Futures, Marcus Oldham, Approaching Ag in Wagga, and UQ Gatton.

Our booth is designed to promote careers and opportunities within the lot feeding sector. We highlight student memberships, scholarship opportunities, feedlot graduate programs, and traineeships. Additionally, we encourage PhD students to participate in the ALFA Communicate Your Research Competition. This competition offers a platform for sharing and receiving feedback on ongoing research relevant to the feedlot industry.

During these expos, we engaged with hundreds of student seeking more information.



## ALUMNI ENGAGEMENT

ALFA has been cultivating industry leaders for 20+ years through leadership programs, awards, and scholarships. This effort has built a diverse network of respected leaders and alumni, sharing knowledge for industry advancement.

The awards and scholarship alumni network includes Young Lot Feeder of the Year, Excellence in Feedlot Education Medal, TRAIL, and ARLP recipients, totalling over 60 graduates.

Our inaugural networking event in Brisbane in 2022 facilitated connections, discussions, and mentorship among alumni. Notable speakers like Kari Moffatt, Chair of the Young Livestock Exporter Network, and Oli le Lievre, Founder of the Humans of Agriculture podcast enriched the occasion.

We eagerly anticipate the second event in Tamworth in October, aligned with SmartBeef23, continuing to nurture industry collaboration and growth.





## OUR LIVESTOCK

### OUR GOALS

- ▶ To lead in animal welfare, environmental and production standards.
- ▶ Increase the profitability and sustainability of our members' businesses.
- ▶ Influence the operating environment to enable feedlots to continually improve, adapt and innovate.

### INITIATIVES

- ▶ Responding to Emergency Animal Disease Risk.
- ▶ Continual Improvement of Feedlot Animal Welfare Practices.
- ▶ Partnering with MLA on Feedlot Research and Development for the Betterment of Grain Fed Levy Payers.

### RESPONDING TO EMERGENCY ANIMAL DISEASE RISK

In 2022, as COVID-19 receded, new challenges emerged with the confirmation of Lumpy skin disease (LSD) in March and Foot and mouth disease (FMD) in April in nearby Indonesia.

According to ABARES, a significant FMD outbreak would impact the economy by around \$80 billion AUD and result in temporary export suspensions. Maintaining Australia's disease-free status became crucial for the broader agricultural industry.

Australia has managed to remain free from FMD and LSD, and safeguarding this status remains a top priority.

Upon detecting LSD in Indonesia, the Red Meat Advisory Council (RMAC) and industry bodies like the National Farmers' Federation and Australian Dairy Farmers formed an Industry Taskforce. This taskforce coordinated prevention and planning efforts. As the biosecurity situation evolved in Indonesia, the taskforce expanded to address the FMD threat, including the sheep, pork, and wool industries in its membership.

The Industry Taskforce's Working Groups comprise representatives from Peak Industry Councils, including ALFA, State Farming Organisations, state and federal governments, Animal Health Australia, and specialised technical experts.

Key areas of focus included:

1. **Overseas in-country support** – to develop proposals for providing support to Indonesia and other neighbouring countries in their mitigation and management of FMD/LSD and to contribute to proposals for support in overseas markets put forward by other parties.
2. **Trade and protocols** – to undertake specific market risk analysis and market prioritisation and determine protocol and health certificate needs, both pre-emptive and reactive.
3. **Domestic containment strategy** – to develop effective strategies to inform the containment and management of the spread of FMD/LSD should it arrive in Australia, complementing existing processes and plans, such as AUSVETPLAN, as well as other work being developed.
4. **LSD diagnostic capability and vaccine development** – to develop strategies for the development of diagnostic capability and vaccines to diagnose, prevent and manage the spread of LSD, should it arrive in Australia.

The Taskforces have exemplified the collaborative efforts of industry and government to strengthen Australia's robust Emergency Animal Disease (EAD) response capabilities.

As a member of Animal Health Australia and a signatory of the Emergency Animal Disease Response Agreement (EADRA), ALFA has been actively involved in evaluating Australia's response strategies for both Lumpy skin disease (LSD) and Foot and mouth disease (FMD). The Australian Veterinary Emergency Plan (AUSVETPLAN) outlines the national approach for managing EAD incidents. It comprises manuals and supporting materials designed to facilitate outbreak coordination and management. ALFA has played an active role in reviewing these resources, alongside assessing the LSD National Action Plan.

## ALFA's Strategic Response to the threat of LSD/FMD

During 2022 ALFA developed a more comprehensive strategic response to the EAD threat titled: Feedlot Industry response to the threat of LSD/FMD - Building Australian feedlot capability to prevent and respond to an LSD/FMD incursion.

The strategy includes a suite of initiatives aimed at building feedlot capability and preparedness to respond to the threat.

Among our initiatives, we are collaborating with Animal Health Australia (AHA) to review and enhance the AUSVETPLAN Feedlot Enterprise Manual. Concurrently, we are also crafting model Biosecurity and Emergency Animal Disease (EAD) response procedures. These endeavors aim to empower feedlot operators with the ability to effectively implement AUSVETPLAN when required. Once completed, these resources will be shared with feedlots, bolstering their preparedness to prevent and respond to potential EAD outbreaks.

### EMERGENCY ANIMAL DISEASE: BE PREPARED, STAY ALERT, AND KNOW HOW TO RESPOND

Early detection is critical to the success of any response. The quicker a disease can be diagnosed and contained the quicker it can be eradicated and the faster we can get back to normal trading.

Make sure you:

1. Know the signs of LSD and FMD
2. Report LSD or FMD, if you suspect it
3. Bolster your NFAS Biosecurity protocols
4. Review your NFAS Emergency Animal Disease (EAD) Action Plan

Early detection is critical for an effective response. It is imperative that feedlot staff can identify the signs and know how to report it to the appropriate authorities.

If you suspect either LSD or FMD in your feedlot, you must immediately report it to The Emergency Animal Disease Watch Hotline 1800 675 888 or to your state or territory Chief Veterinary Officer.

ALFA's [Disease Preparedness Hub](#) includes LSD and FMD fact sheets you can share amongst feedlot staff.

## CONTINUAL IMPROVEMENT OF FEEDLOT ANIMAL WELFARE PRACTICES

### ADOPTION OF SHADE IN FEEDLOTS – ALFA SHADE INITIATIVE



To maximise cattle wellbeing, meet welfare standards, increase productivity, and meet community expectations, ALFA is committed to seeing the adoption of shade in feedlots increase over time.

To support this, ALFA launched the ALFA Shade Initiative in November 2020; asking all Australian feedlots to make a pledge to provide cattle under their care with access to shade by 2026.

To support lot feeders implementing shade, ALFA continued to promote shade adoption throughout 2022 and 2023 via the delivery of engaging content, including videos and articles such as:

- ▶ [Shade providing benefits to cattle and people alike at Angora Feedlot](#)
- ▶ [Building productivity: How shade changed the game at Mayura's 'Moo Cow Motel'](#)
- ▶ [The benefits of shade at West Wimmera Beef](#)
- ▶ [Hay sheds, an economical solution to providing cattle shade in feedlots](#)
- ▶ [Going Under Cover](#) Feedlot tour a success
- ▶ [Raroola Structural](#) - Feedlot Shade Structure Construction

The widely praised 'Going Under Cover' Feedlot Tour in May 2023 and the 'Going Under Cover' WA Information & Networking Session in March 2023 were notable efforts that facilitated valuable information exchange among feedlot operators.

The dedicated ALFA Shade Hub houses a range of key resources including an [Unlocking the benefits of Shade Handbook](#), which contains information on the [benefits of shade to animal welfare](#) and [feedlot productivity](#), the [design and construction of shade](#) and answers to [frequently asked questions](#).





## SNAPSHOT:

### FEEDLOT INDUSTRY UPTAKE OF ALFA'S SHADE INITIATIVE

Since the launch of the ALFA Shade Initiative in 2020, the number of cattle under shade has increased from 810,376 head (56% of capacity) in June 2020 to 1,065,502 head (68% of Australia's feedlot capacity) in June 2023.

Indicating that the feedlot industry has embraced the benefits of shade, this result is even more impressive given that installation of shade is voluntary, the impact of COVID-19 on the cost of building materials and installation, and the incremental increase in feedlot capacity since commencement of the initiative.

## CASE STUDY: Thomas Foods International



The understanding that shade is one of the keys to ensuring animal welfare, and the social acceptance that follows, has been a driver for the installation of shade at TFI's Southern Cross Feedlot.

From its beginnings as a small family owned and operated feedlot in the early 1990's, Southern Cross Feedlot is now a modern and efficient facility with integrated farming and feedlot operations.

The feedlot's General Manager, Tom Green, spoke of Tinnara's typical southern Australian temperate with hot and dry summers, and their choice of shade cloth by NetPro for their shading system.

"Here at Thomas Foods, we utilise a shade cloth, so the animals get three and a half square meters of shade per head" he said, "we've seen a real change in the behaviour of our cattle in summer; now with shade we see a high level of comfort, a lower level of irritation and higher consumption"

Tom said that the key driver for constructing shade was animal welfare, but being a customer facing business, the shade installation was also important for the company's social licence.

"It's really socially important we shelter these cattle" he explained, "the perception and social acceptance is critical, and the uptake of shade throughout the industry is really helping us"

"Shade here at the feedlot is seen as a requirement now. Around the world we often get asked what shade and shelter systems we use, and having these systems in place really gives us an international advantage."

Read the full story: [Why shade is important for Thomas Foods Feedlot](#)



## ADOPTION OF ANTIMICROBIAL STEWARDSHIP IN FEEDLOTS



Antimicrobial stewardship guidelines for the Australian cattle feedlot industry



Antimicrobial Stewardship is a key action industry is taking to preserve the efficacy of these medicines, help prevent the emergence of resistance and, importantly, ensure we can continue to access these important tools into the future to ensure the care of our livestock.

Antimicrobial Stewardship became a mandatory

requirement of the National Feedlot Accreditation Scheme (NFAS) from 1 January 2022 for all feedlot operators.

ALFA continued to promote the adoption of the Antimicrobial Stewardship Guidelines. The world-leading *Antimicrobial Stewardship Guidelines for the Australian Cattle Feedlot Industry* was originally released in 2018. The guidelines arm feedlot managers with a framework to reduce the risk of antimicrobial resistance and safeguards antimicrobial use in the future.

In addition to Antimicrobial Stewardship, ALFA is supportive of the establishment of a national usage reporting systems and also regular surveillance monitoring at the industry level.

## MANAGING SUMMER HEAT IN AUSTRALIAN FEEDLOTS

Preparation and contingency planning are essential to getting ahead of issues before they arise. With La Niña conditions prevailing through summer 2022-2023, the increased rain and humidity proved to be a challenging environment for cattle management, and while wet, the increased risk of heat load was evident.

ALFA's *Guide on Managing Summer Heat in Australia* supports feedlot operator's decision-making process leading up to a during the summer period and provides practical management tools that can reduce the risk of heat and help protect cattle welfare.

Continuing to be a valuable resource, the Guide assists lot feeders in preparing for and managing extreme heat events. Its promotion and dissemination remain a priority for ALFA to benefit the industry.

## HANDBOOK OF BEST PRACTICE GUIDELINES FOR THE AUSTRALIAN FEEDLOT INDUSTRY

Continual improvement and striving to operate to best practice are a key focus of the feedlot industry. Developed by ALFA and MLA, the *Handbook of best practice guidelines for the Australian feedlot industry* provides a concise reference document for feedlot operators and their employees to promote improved management practices in the Australian feedlot industry.

The handbook is a tool designed to assist feedlot operators in identifying outcomes and key operational procedures for best practice standards in alignment with the National Feedlot Accreditation Scheme (NFAS). The document is not a substitute for the quality management system in feedlots but rather a practical guide for feedlot operators to consider in their operational and management programs and assist in the development of in-house procedures.

## PARTNERING WITH MLA ON FEEDLOT RESEARCH AND DEVELOPMENT FOR THE BETTERMENT OF GRAIN FED LEVY PAYERS

The MLA Feedlot Program is developed through consultation between ALFA's Research & Development Committee and MLA. Through this process, priorities for feedlot industry research are identified, projects developed and levy funds allocated to ensure they are delivered.

MLA's Research & Development Feedlot Program is funded from grain fed levies, with a matching contribution from the Australian Government, and addresses the specific research, development and adoption requirements of the cattle feedlot sector.

Guided by *Red Meat 2030* priority areas of 'Our Livestock' and 'Our Environment', the Feedlot Program is also aligned with MLA's strategic initiatives to enable the Australian feedlot industry to be world leaders in animal health, welfare and production practices.

Several key projects were delivered or commenced by MLA in partnership with the ALFA Research & Development Committee and grain fed levy payers during 2022-23.

In 2022-23 there was endorsement of a joint 5-year R&D strategy for Feedlot research between ALFA & MLA by ALFA Council focusing on the investment areas of labour, preventative health & welfare, environmental sustainability, productivity, and automation.



Key highlights in these focus areas are included below:

#### Feedlot Labour

- ▶ Two training courses released on the Feedlot Tech Platform, including Fundamentals of nutrition, feeding and milling and Fundamentals of livestock handling.
- ▶ Continued support of scholarships for emerging leaders in the industry. Course 28 ARLP Scholars Don Madden (Smithfield Cattle Company) & Emily Perkins (Shorthorn Beef) have graduated from their programs, along with Trail Scholarship awardees Angus Lee (ACC Opal Creek) and Jacob Leak (Teys Jindalee feedlot).
- ▶ Sponsorship of 10 student scholars to attend ALFA BeefEx in October 2022 to network and engage with the feedlot industry.

#### Preventative Health & Welfare

- ▶ “Going under Cover” shade and shelter webinars and industry tour rolled out to 200 feedlot stakeholders in WA, VIC and SA.
- ▶ Western Australian shade trial completed reporting a 6.8% improvement in Average daily gain over a 70-day measurement period, along with demonstrated welfare benefits.
- ▶ Development of a funding partnership between MLA, Apiam Animal Health, and University of Adelaide to investigate the efficacy of customised autogenous vaccines for *Pasturella multocida*, *Histophilus somni*, and *Mycoplasma bovis* in Australian feedlots.

#### Environmental Sustainability

- ▶ Completion of trial work for the review of feedlot enteric methane calculations for the national greenhouse gas inventory. Scientific journal articles are currently being prepared for submission the Federal Government for determination of a revision.
- ▶ Continued work in the MLA Donor company to evaluate methane and performance effects of methane inhibitors including Bovaer, Asparagopsis and novel molecules.

#### Feedlot Productivity

- ▶ Short duration lairage – demonstration that limiting time in lairage to less than 4 hours can increase hot carcass weight of mid-fed export cattle by 6.2 to 7.4kg (advantage over 26.5 & 16.5 hours in lairage, respectively).
- ▶ Short duration lairage is now adopted for 425,600 head of the grain-fed supply chain.

#### Feedlot Automation

- ▶ Continued adoption of bunk management automation in the feedlot industry with ute-mounted scanners now determining feed remaining on 150,000 cattle on a daily basis.
- ▶ Bunk bot demonstration completed and first commercial system sold. The system is now calling pen autonomously 3 times per day.





## OUR ENVIRONMENT

### OUR GOALS

- ▶ To lead in animal welfare, environmental and production standards.
- ▶ Increase the profitability and sustainability of our members' businesses.
- ▶ Influence the operating environment to enable feedlots to continually improve, adapt and innovate.

### INITIATIVES

- ▶ Feedlot Industry's Contribution to Achieving Carbon Neutrality by 2030.
- ▶ Feedlot Industry's Contribution to Australian Beef Sustainability Framework.

## FEEDLOT INDUSTRY'S CONTRIBUTION TO ACHIEVING CARBON NEUTRALITY BY 2030

The Australian feedlot sector has an active commitment to environmental stewardship and supports the wider industry initiative in creating a carbon neutral industry by 2030. ALFA worked with MLA through the Research & Development Feedlot Program to identify best practice measures to assist feedlots in defining, and where appropriate, reducing their carbon footprint.

ALFA continued to provide resources to assist feedlot operators to understand and act on the carbon neutrality commitment through its dedicated [Carbon Neutrality Hub](#) on the ALFA website. The hub provides all the tools a feedlot needs when researching what it means to be carbon neutral, how to reduce carbon emissions and how to go about registering a business as carbon neutral.

## FEEDLOT INDUSTRY'S CONTRIBUTION TO AUSTRALIAN BEEF SUSTAINABILITY FRAMEWORK



The Australian Beef Sustainability Framework (ABSF) defines what sustainable beef production looks like in practice and annually tracks how the industry is performing over a series of indicators.

The ABSF commits the Australian beef industry to a sustainable pathway of best

practice and tracks performance through independent evidence against a series of critical indicators against the four themes of animal welfare, economic resilience, environmental stewardship, and people and the community.

ALFA has been actively involved in the revision of the ABSF indicators, set to be unveiled in the 2024 Annual Update. This effort concentrated on enhancing current indicators and incorporating new ones to harmonise the framework with stakeholders' expectations and industry priorities.

Key feedlot industry indicators, encompassing animal welfare compliance, Antimicrobial Stewardship Guidelines adoption, and shade implementation, remain integral to the framework. They contribute to the broader depiction of the beef industry.

**ALFA has been actively involved in the revision of the ABSF indicators, set to be unveiled in the 2024 Annual Update.**



# OUR MARKETS

## OUR GOALS

- ▶ Increase the profitability and sustainability of our members' businesses.
- ▶ Influence the operating environment to enable feedlots to continually improve, adapt and innovate.

## INITIATIVES

- ▶ Active Engagement in Australia's FTA Process to Ensure we Maximise our Market Access Opportunities.
- ▶ Continued Provision of Quarterly Feedlot Statistics.

## ACTIVE ENGAGEMENT IN AUSTRALIA'S FTA PROCESS TO ENSURE WE MAXIMISE OUR MARKET ACCESS OPPORTUNITIES

### Landmark A-UK Free Trade Agreement comes into force

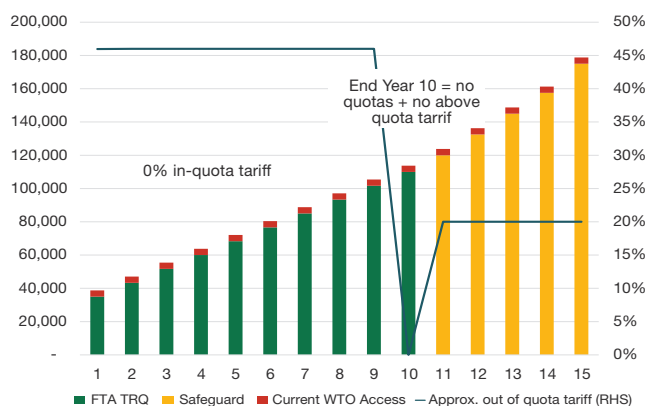
The much-anticipated Australia-UK trade deal officially commenced on May 31, 2023, marking a significant development for Australian beef and sheepmeat exports to the UK. This trade agreement introduces a new tariff rate quota (TRQ) system. The initial TRQ allocation for beef is 35,000 tonnes, progressively escalating to 110,000 tonnes by the tenth year. Products within these TRQ limits will enter the UK tariff-free. While the TRQ regime concludes after the

tenth year, a volume safeguard mechanism will remain until the fifteenth year, after which no safeguards apply.

The implementation of the Australia-UK trade arrangement presents a substantial market access opportunity for the red meat and livestock industry. Within the UK Free Trade Agreement (FTA), beef exports could be valued at nearly \$500 million in the first year and exceed \$2 billion by the conclusion of the UK FTA transition period.

ALFA, as a member of the Australia-UK Red Meat Market Access Taskforce, collaborated alongside other Peak Industry Councils and the government to secure enhanced UK market access for Australian beef. In June 2021, the industry celebrated the preliminary agreement between the Australian and UK governments, culminating in the trade deal's activation in May 2023.

Australian Beef Access to UK under A-UK FTA



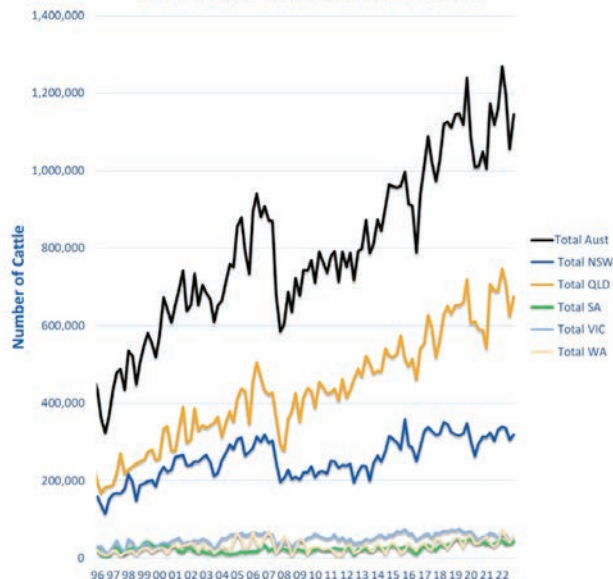
## CONTINUED PROVISION OF QUARTERLY FEEDLOT STATISTICS

ALFA, with the support of MLA, continued to present the results of the Quarterly Feedlot Survey, offering key data on cattle on feed and other significant market indicators. The 2022-23 period saw several records broken, including the longest stretch of quarters with over 1 million head on feed and a new peak in national capacity.

By the end of 2022, cattle on feed surpassed 1 million head, maintaining an impressive streak of 20 consecutive quarters. This solidifies the new standard level for cattle on feed in the Australian feedlot industry.

In the March 2023 quarter, national capacity surged once again, reaching a record high of 1.56 million head. This growth reflects ongoing investment and confidence in the vital role feedlots hold within Australia's beef supply chain.

CATTLE NUMBERS ON FEED - HISTORIC





## OUR SYSTEMS

### OUR GOALS

- ▶ Increase the profitability and sustainability of our members' businesses.
- ▶ Be a leader in animal welfare, environment and production standards.

### INITIATIVES

- ▶ Continual improvement of the National Feedlot Accreditation Scheme (NFAS).

### CONTINUAL IMPROVEMENT OF THE NATIONAL FEEDLOT ACCREDITATION SCHEME (NFAS)

The National Feedlot Accreditation Scheme (NFAS) is the feedlot industry's quality management system, which underpins the integrity of grain fed beef.

NFAS has elevated the reputation of the Australian feedlot sector by ensuring the production of high-quality grain fed beef that adheres to food safety, animal welfare, and environmental standards. Independently owned and operated by AUS-MEAT, NFAS's oversight falls under the Feedlot Industry Accreditation Committee (FLIAC).

A review in 2020 prompted a revision of NFAS Rules and Standards by FLIAC, reinforcing the scheme. These changes were introduced in 2021 and auditable since January 2022.



*Grain Fed Beef - Guaranteed*

**In the 2022/23 period, 127 feedlots (36%) of NFAS-accredited ones enrolled for one or more Open Forums with small to medium feedlots resonating with the content and format.**

A strategic partnership among ALFA, AUS-MEAT, and Integrity Systems Company has perpetuated the communication momentum supporting NFAS standards updates. A significant element of this strategy involves regular Open Zoom Forums, launched the previous year. These forums address areas of lower conformance or misconceptions, continuing through FY 22-23 with consistent, and at times increased, participation.

The strategy's efficacy lies in its simplicity, driving change and QA system adoption. Feedback highlights the value of this initiative, fostering a participatory culture. In the 2022/23 period, 127 feedlots—36% of NFAS-accredited ones—enrolled for one or more Open Forums, with small to medium feedlots resonating with the content and format. A substantial portion registered for multiple forums.

Each forum informs the creation of accompanying resources, often co-developed with presenting feedlots. These resources include user-friendly templates to capture audit information effectively. The NFAS website hosts these resources and fact sheets for easy access and is set for launch in Q1 of FY 23-24.



## OUR ASSOCIATION

### OUR GOALS

- ▶ Be the recognised voice of the Australian cattle feedlot industry.
- ▶ 100% representation of all Australian cattle feedlots.

### INITIATIVES

- ▶ ALFA Articles of Association Review.
- ▶ ALFA Future State Operating Model.
- ▶ ALFA Policy and Advocacy and Strengthening Government Relations.
- ▶ Continued Best Practice Governance Management.
- ▶ Member Communications.

## ALFA ARTICLES OF ASSOCIATION REVIEW

ALFA Council took the initiative to review the Articles of Association, which govern our governance structure. To guide this effort, a specialist was enlisted with experience in refining Constitutions for member-based organisations like ALFA.

This review aims to craft a contemporary Constitution fitting for a public company limited by guarantee. It seeks to align with best practices in governance and law while addressing any ambiguities in the existing framework. The overarching goal is to create a document that will serve ALFA effectively well into the future.

In line with transparency, we conducted an ALFA member webinar on May 30, 2023. During this session, we elaborated on the proposed changes, fostering discussion, questions, and feedback.

We're delighted to share that, thanks to the engagement of ALFA Council and member consultation, we're anticipating a Constitution tailored for ALFA's future. Further member involvement is scheduled before presenting the new Constitution for endorsement. We welcome your input at pivotal stages throughout this process.

## ALFA FUTURE STATE OPERATING MODEL

From its modest origins, ALFA has grown over 53 years into a highly respected Peak Industry Council, renowned for visionary leadership and robust advocacy for the Australian cattle feedlot sector. With a voluntary membership now encompassing over 85% of feedlot capacity and active engagement, ALFA's value proposition resonates deeply within the feedlot community.

ALFA's achievements are underpinned by strong governance and operational frameworks that have adapted over time. In harmony with the industry's culture of ongoing enhancement, the Association must continue to evolve.

The ongoing review of ALFA's Articles of Association presents an opportunity to assess the Association's current status and enact reforms that secure its long-term viability and success. Throughout 2023, the Council deliberated on and approved a Future State Operating Model for ALFA. This model encompasses essential governance, structural, and resource enhancements designed to propel the Association well beyond FY 2023.

Key reforms being implemented include:

1. Restructured ALFA Board in accordance with the Articles Review and subject to finalisation of ALFA's new Constitution.
2. Refocused ALFA Committees including a reduction in the number of committees from 9 to 5 and a revised and renewed committee composition that draws on additional expertise.

The five ALFA Committees will be:

- a. ALFA Policy
- b. ALFA R&D
- c. ALFA Trade & Market Access
- d. ALFA Membership Services and Community Engagement
- e. Audit, Risk & Remuneration



3. Restructured ALFA operations with the introduction of 3 Operating Pillars that align with the 5 restructured ALFA Committees:

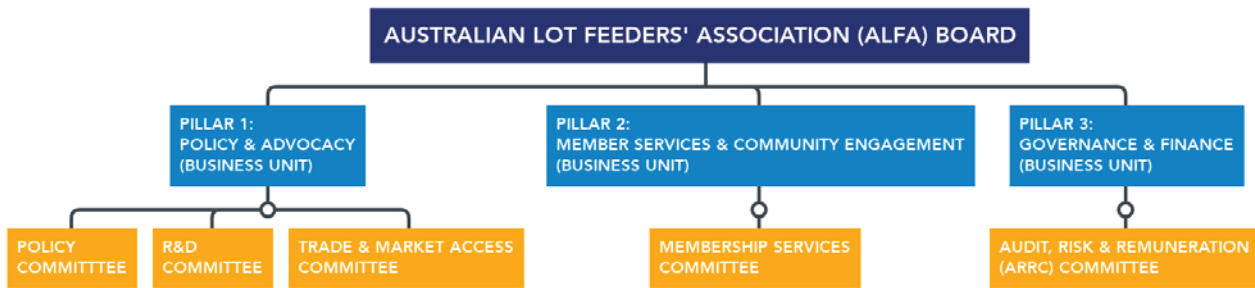
**PILLAR 1:** Policy & Advocacy

**PILLAR 2:** Member Services & Community Engagement

**PILLAR 3:** Governance & Finance

4. An ALFA Secretariate that is structured into 3 Business Units with adequate resources to continue to effectively service members and the feedlot industry.

Endorsed at the May 2023 ALFA Council meeting, ALFA's Future State Operating Model will be progressively implemented to ensure its success.



## ALFA POLICY AND ADVOCACY AND STRENGTHENING GOVERNMENT RELATIONS

ALFA holds official recognition from the government as the Peak Industry Council representing grain fed cattle producers. Throughout 2022-23, ALFA diligently cultivated crucial relationships with both Federal and State Governments.

ALFA stands as a steadfast advocate for its members and the feedlot industry, actively responding to legislative reviews and changes that impact the operational landscape of feedlots.

In collaboration with other Peak Industry Councils within the Red Meat Advisory Council (RMAC), ALFA plays an engaged role. Over the course of 2022-23, the Association actively contributed to joint submissions addressing diverse challenges and opportunities, channelled through platforms like government reviews, consultative processes, and senate inquiries.







Examples include:

- ▶ Joint RMAC Submission to the Federal Department of Climate Change, Energy, the Environment and Water, in response to the **Independent Review of Australian Carbon Credit Units (ACCU) under the Emissions Reduction Fund (ERF)**, October 2022.
- ▶ Joint RMAC Submission to the senate inquiry into the **adequacy of Australia's biosecurity measures and response preparedness**, conducted by the Senate Rural and Regional Affairs and Transport References Committee, August 2022; and representing ALFA at the Public Hearing held on 15 November 2022.
- ▶ Joint RMAC **2023 – 2024 Pre-Budget Submission** to the Australian Government detailing the red meat and livestock industry's priorities for the 2023-24 Federal Budget, January 2023.
- ▶ Joint RMAC Submission to the Department of Agriculture, Fisheries and Forestry (DAFF) consultation paper on the **proposed expansion of the current office of the Inspector-General of Live Animal Exports (IGLAE)** to include additional animal welfare related objectives and expertise, forming the Inspector-General of Animal Welfare and Live Animal Exports, March 2023.
- ▶ Joint RMAC Submission to the Senate Standing Committee on Environment and Communications **inquiry into greenwashing**, June 2023.
- ▶ Joint RMAC submission to the Department of the Treasury in response to **proposed positions for the detailed implementation and sequencing of standardised, internationally aligned requirements for disclosing climate-related financial risks and opportunities** in Australia, July 2023.

In addition, ALFA was actively engaged on the following matters during 2022-23:

- ▶ **NSW EPA regulatory approach to emissions** - The NSW Environmental Protection Authority's Climate Change Policy and Action Plan seeks to set regulated emission reduction targets for EPA license holders, which includes intensive agriculture production such as feedlots, piggeries, and dairies. This plan is the first of its kind in Australia where a legislated instrument is being used to regulate emissions reduction. ALFA opposed the regulatory approach to emissions reduction in food production in favour of industry leadership (CN30), continual improvement and commercial drivers; making a submission in November 2022 to the NSW EPA.
- ▶ **Proposal to inject CO<sub>2</sub> waste into the GAB** - Opposing a proposal from Carbon Transport and Storage Corporation (CTSCo) to inject Carbon Dioxide (CO<sub>2</sub>) liquid waste into the Great Artesian Basin (GAB), specifically

the Precipice Sandstone aquifer. ALFA is in favour of further exploration of an alternate injection site, one not directly servicing the production of food, fibre, and regional communities. ALFA has made this known to the Queensland Department of Environment and Science through a submission in February 2023 and worked with our stakeholders to make sure our collective voice was heard.

In addition to these submissions, ALFA continued to ensure effective engagement with key stakeholder groups through the period, including:

- ▶ Industry – RMAC, Peak Councils and Service providers
- ▶ Industry – Other intensive industries, including the Pork, Chicken, Eggs and Dairy research and advocacy industries
- ▶ Industry – RMAC, Peak Councils and Service providers
- ▶ Industry – Other intensive industries, including the Pork, Chicken, Eggs and Dairy research and advocacy industries
- ▶ Political – State Agricultural Departments and Environmental Agencies
- ▶ Political – Federal Agriculture and Trade
- ▶ Regulatory – State Agricultural Departments, Planning Departments, Environmental Departments
- ▶ Regulatory – Commonwealth Agricultural Department, Export Department
- ▶ Retailers – Coles and Woolworths
- ▶ Feedlot Veterinarians and Nutritionists
- ▶ Environmental service providers
- ▶ RSPCA at the State and Federal level





## CONTINUED BEST PRACTICE GOVERNANCE MANAGEMENT

ALFA places a strong emphasis on effective governance and robust financial standing, ensuring the provision of quality service to its members. Over the year, both the ALFA Council and the Secretariat have maintained ALFA's governance protocols. These encompass the execution of the Strategic Operating Plan 2020-2023, following ALFA's Corporate Governance Schedule, evaluating the Risk Framework, and sustaining the capacity to execute ALFA's Crisis Response Plan.

### BEST PRACTICE POLICY DEVELOPMENT FRAMEWORK

ALFA Council remained committed to implementing its best practice Policy Framework. This framework delineates procedures and tools that expedite streamlined and efficient policy development for ALFA and the feedlot sector.

ALFA Committees are tasked with the annual review of existing and the creation of new ALFA policies pertinent to their respective areas of expertise. The Policy Register of ALFA remains dynamic, subject to regular review and updates to ensure the ongoing relevance, current status, and appropriateness of ALFA's policies.



### ALFA ANNUAL GENERAL MEETING 2022

ALFA held its 2022 Annual General Meeting (AGM) on 23 November.

Highlights reported to members from ALFA's 2022 Year in Review included:

- ▶ The continue promotion of ALFA's Shade Initiative that encourages all Australian feedlots to make a pledge to provide cattle under their care with access to shade by 2026 and stepping up our commitment to Antimicrobial Stewardship from 1 January 2022.
- ▶ ALFA, in collaboration with MLA, continued work on [www.grainfedbeef.com.au](http://www.grainfedbeef.com.au) to showcase the attributes of the grain fed beef production system and enable the feedlot industry to better tell its story about how we nourish cattle, land and communities.
- ▶ A two new online training courses were developed by industry for ALFA's online training platform Feedlot TECH – Fundamentals of Feedlot nutrition, Feeding and Milling Operations, and Fundamentals of Livestock Handling.
- ▶ Launching a dedicated Disease Preparedness Hub designed to house resources to assist lot feeders in remaining alert and be prepared for an animal disease outbreak.
- ▶ Delivered workshops on Nutrition and Milling, Cyber Security, Animal Health and Welfare, Pen Cleaning, Carbon Neutrality, Animal Welfare Officer Training, and Shade with over 1,300 feedlot staff attending.
- ▶ Over 700 delegates attended ALFA's BeefEx conference in October 2022, alongside 80 plus exhibitors across three days of compelling speaker sessions, activities, social events and industry catch ups.
- ▶ Successful delivery of ALFA's Recognition of Excellence Awards Program which encourages and celebrates excellence via scholarships and awards such as the Young Lot Feeder of the Year, the Award for Innovation, Community Heroes Award, and the Excellence in Feedlot Education Medal.
- ▶ Continued partnership with Meat & Livestock Australia to undertake effective Research & Development on behalf of lot feeders, with progress made in the areas of feedlot automation, dark cutting research, and methane emission suppression.

During the AGM 2022 proceedings, ALFA farewelled and thanked resigning Councillors, Todd Newton & Daryle Belford, for their contribution through their terms.



ALFA Office Bearers and Councillors confirmed for 2022/23 were:

- ▶ Barbara Madden (President)
- ▶ Bryce Camm (Immediate Past President)
- ▶ Amanda Moohen (Treasurer)
- ▶ Grant Garey (Vice President)
- ▶ Paul Vogt (Vice President)
- ▶ Scott Braund
- ▶ David Bailey
- ▶ Thomas Green
- ▶ Stephen Martin
- ▶ Lauren McNally
- ▶ Grant Melrose
- ▶ Lucy Morris
- ▶ Andrew Rushford
- ▶ Andrew Talbot

## MEMBER COMMUNICATIONS

ALFA remains dedicated to keeping its members well-informed about the latest industry news, research and development, policy changes, and government updates through various communication channels, including:

**‘Around the Pens’ newsletter:** This fortnightly update features latest industry matters, events and training, recognition of excellence, and tools and resources.

**General messages:** Used to keep members up to date as matters arise, prime examples of this includes major weather event updates; available industry and government support; biosecurity advice and fact sheets.

**Media releases:** Distributed to members and media, releases facilitate the distribution of key information and talking points from ALFA, including quarterly survey data, awards announcements, and event promotion.

**Lotfeeding Journal:** Printed every two months by Australian Community Media, this publication is an in-depth roundup of all things lot feeding.

**Fact sheets:** ALFA develops and distributes fact sheets addressing a range of issues, to keep lot feeders informed as matters like Lumpy Skin Disease and Foot and Mouth Disease arise.

**Australian Grain Fed Beef newsletter:** Distributed every two months to a subscriber list of over 1,000 contacts, this communication channel helps industry to highlight the positives of the grain fed beef product and production systems by featuring people, products, chefs and feedlots.

**Feedlot TECH newsletter:** Distributed quarterly, this bulletin is a round-up from the Training Hub, featuring people, careers and opportunities.

**If you would like any further information on the Year in Review activities, please contact the ALFA Office at (02) 9290 3700.**



# ALFA COUNCILLORS

The ALFA Board is comprised of directly elected feedlot representatives; a model that has stood the test of time in delivering passionate industry talent who strive to deliver on ALFA's value proposition to feedlot businesses.

The ALFA Council is steely focused on representing the interests of lot feeders and delivering on our mission to improve the profitability, professionalism and community standing of the cattle feedlot industry via industry representation, strategic levy investment, industry development activities and membership assistance.

## PRESIDENT



**BARBARA MADDEN**  
Smithfield Cattle Company, QLD  
Chair Executive Committee

## VICE-PRESIDENT



**GRANT GAREY**  
Teys Australia, QLD  
Chair R&D Committee

## VICE-PRESIDENT



**PAUL VOGT**  
Associated Feedlots, NSW  
Chair Membership, Events and  
Industry Capacity Committee

## TREASURER



**AMANDA MOOHEN**  
Harvest Road, WA  
Chair Feed Commodities and  
Nutrition Committee



**THOMAS GREEN**  
Thomas Foods International  
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**STEPHEN MARTIN**  
Allied Beef, QLD  
Chair Marketing, Trade and  
Market Access Committee



**DAVID BAILEY**  
ACC Feedlots, QLD



**LAUREN MCNALLY**  
Stockyard Lot Feeders Pty Ltd, QLD  
Chair Community Engagement  
Committee



**SCOTT BRAUND**  
Mort & Co, QLD  
Chair Feedlot  
Management Committee



**ANDREW TALBOT**  
Elders' Killara Feedlot, NSW



**GRANT MELROSE**  
Pakaderinga Feedlot, QLD



**ANDREW RUSHFORD**  
Lillyvale Feedlot, QLD  
Chair Animal Health and  
Welfare Committee



**LUCY MORRIS**  
Lake Preston Feedlot, WA



## ALFA STAFF

ALFA staff collaborates closely with the ALFA Council to execute the Strategic Operating Plan and is readily available to provide assistance on member-related issues. You're encouraged to reach out to the ALFA office anytime to connect with one of our dedicated team members.



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**JACKIE FRANCE**  
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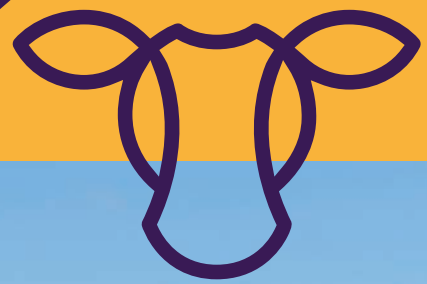
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**BELLE MADDEN**  
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**JEFF HOUSE**  
Feedlot Technical Services Officer  
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