

50
YEARS
1970 - 2020



INITIATIVES
2020-2023



ABOUT ALFA

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

VISION

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

ALFA'S 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 directs and oversees grain fed cattle transaction levy investment through Industry Service Providers to maximises returns for the feedlot sector and broader industry.
- ▶ **Industry Development and Extension** – ALFA undertakes activities aimed at improving industry settings and opportunities through the development and delivery of standards, training, events, leadership, awards, and career development opportunities.
- ▶ **Membership Services** – ALFA delivers value to our membership through provision of services.

Voice of the Australian
Cattle Feedlot Industry

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



VALUES

COMMUNITY: Members are our top priority



INFLUENCE: We are effective in our advocacy efforts



EXCELLENCE: We strive for quality and continuous improvement



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



PROFESSIONALISM: We adhere to best practice governance



COLLABORATION: We work with others to achieve our goals



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



AUSTRALIAN FEEDLOT INDUSTRY **FAST FACTS**



ECONOMIC CONTRIBUTION

VALUE: Contributes \$4.4 billion to Australia's GDP*

ESSENTIAL INDUSTRY: 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)

MILESTONE: NFAS celebrated its 25th Anniversary in 2019

CERTIFIED: Certified 'Grain Fed' beef must come from a NFAS accredited feedlot

ANIMAL WELFARE: 98% of feedlots are compliant with NFAS Animal Welfare requirements, ensuring cattle are cared for †

ENVIRONMENT: 97% of feedlots are compliant with NFAS Environmental requirements, ensuring our land and waterways are cared for †

AMS: 59% of NFAS audited feedlots have voluntarily adopted an Antimicrobial Stewardship Plan, up from 39% on previous year #

SHADE: 60% of feedlot cattle capacity have shade structures voluntarily constructed ▲

EXPORTS: NFAS underpins and is vital to certified grain fed beef brands exported globally *



SIZE OF INDUSTRY

FACILITIES: Over 390 NFAS Accredited feedlots in Australia ^

CAPACITY: 1.4 million head capacity ^

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

GROWTH: 60% growth in licensed capacity between 2000 and 2017, driven by demand for high-quality beef ^



PRODUCTION

ON FEED: Cattle on feed averaged 1.16 million head per quarter in 2019 ^

RECORD NUMBERS: Cattle on feed reached a record 1.24 million head in December 2019 ^

DROUGHT SUPPORT: Helped support agricultural industry through a once in 120-year drought ^

CARE: Around 3 million cattle are fed and cared for in feedlots per year

BEEF: Feedlots produce close to 40% of Australia's beef production

* Deloitte Australia

^ MLA/ALFA Quarterly Feedlot Survey

AUS-MEAT NFAS Audit questionnaire, March 2019-2020

▲ ALFA/MLA TSO survey

† Independently verified at NFAS audit during 2019

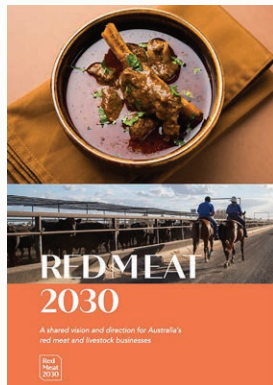
STRATEGIC OPERATING PLAN

This document summarises a number of key initiatives that ALFA aims to deliver as part of its Strategic Operating Plan between 2020 to 2023. These initiatives align with RED MEAT 2030 which is the overall Industry's shared vision and direction for Australia's red meat and livestock businesses for the next 10 years. Aligning with RED MEAT 2030 ensures we are contributing to the Industry's overall objectives and initiatives set for each priority area, as follows:

- ▶ OUR PEOPLE
- ▶ OUR CUSTOMERS CONSUMERS AND COMMUNITIES
- ▶ OUR LIVESTOCK
- ▶ OUR ENVIRONMENT
- ▶ OUR MARKETS
- ▶ OUR ASSOCIATION

Our Strategic Operating Plan is based on a three-year rolling timeframe, covering activities from July 2020 to July 2023. Each year the plan will be reviewed by the ALFA Council and, if required, adjustments made to ensure it remains relevant.

It is important to acknowledge that the initiatives set out here are not an exhaustive list of ALFA's activities. ALFA is engaged in numerous Industry and government taskforces and manages a range of issues that are not always under direct control of the Association but require careful consideration and input to ensure the feedlot industry and members' interests are upheld.



PRIORITY AREA 1: OUR PEOPLE

GOALS

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

ONLINE INDUSTRY TRAINING PORTAL - ALFA CAREER DEVELOPMENT AND TRAINING STRATEGY

PURPOSE: Deliver an online training portal, Feedlot TECH; a Training, Education and Careers Hub that will be a 'one-stop-shop' for feedlot-specific training, information on feedlot industry career pathways, skills, training and professional development opportunities. This tool will provide the Australian feedlot sector, its businesses and current and prospective employees with a clear career pathway and associated training, professional development and support networks.



OUTCOME: A web enabled tool that showcases and promotes feedlot careers and provides available training for lot feeders designed to attract, retain and grow the capacity of the feedlot workforce.

ALFA RECOGNITION OF EXCELLENCE PROGRAM

PURPOSE: Deliver ALFA's annual Industry Awards and Scholarships program designed to attract, retain and grow a professional skilled workforce through the recognition of business and individual excellence.

OUTCOME: Celebrate personal and business excellence through delivery of the following Awards and Scholarships:

- ▶ ALFA Feedlot of the Year Award
- ▶ ALFA Young Lot Feeder of the Year Award
- ▶ ALFA Excellence in Feedlot Education Medal
- ▶ ALFA Innovation Award
- ▶ ALFA Outstanding Services to the Feedlot Industry Award
- ▶ ALFA Communicate Your Research Competition
- ▶ ALFA Life Membership Award
- ▶ ALFA Australian Rural Leadership Program Scholarships
- ▶ ALFA TRAIL Emerging Leaders Program Scholarships
- ▶ ALFA Australian Institute of Company Directors Course Scholarship
- ▶ ALFA Conference Student Scholarship





ALFA ANNUAL EVENTS & TRAINING PROGRAM

PURPOSE: Deliver a vibrant conference and workshop program that engages, educates, inspires, and challenges our feedlot community and continues to promote the feedlot Industry and ALFA.

OUTCOME: Engagement of ALFA members and the feedlot Industry through ALFA's alternating BeefEx and SmartBeef annual conferences. Education and adoption of the latest research and information through delivery of at least two nationally delivered workshop series per year. Annual delivery of ALFA's Margin and People Management (MPM) Professional Development Program.

ALFA/MLA FEEDLOT TECHNICAL SERVICES

PURPOSE: In collaboration with MLA, deliver technical services, communication, and extension of the latest research outcomes directly to ALFA feedlot members, non-members and NFAS accredited facilities via our Technical Services Officer.

OUTCOME: Extension of the latest Research & Development outcomes, technology, and advice to feedlot operators through 100 or more on-site feedlot visits and at least 20 feedlots via phone consultations per annum nationally. A point of contact for feedlot technical issues and questions for grain fed levy producers and stakeholders.



Jeff House, Feedlot Technical Services Officer

PRIORITY AREA 2: CUSTOMERS CONSUMERS COMMUNITY

GOALS

- ▶ Influence the operating environment to enable feedlots to continually improve, adopt and innovate
- ▶ To be the recognised voice of the Australian Cattle Feedlot Industry

UNDERSTAND AND RESPOND TO GRAIN FED BEEF CUSTOMERS, CONSUMERS AND THE COMMUNITY

PURPOSE: Work with MLA to understand customers, consumers and community concerns about grain fed beef production and implement strategies to address these either through research, changes in production, quality assurance or marketing initiatives; whilst ensuring the long term sustainability of the feedlot industry and our feedlot members. Key issues of focus include the continued adoption of antimicrobial stewardship and shade in feedlots.

OUTCOME: Active engagement with MLA's marketing, insights, and research expertise to inform policy, production, and marketing initiatives.

PROMOTE THE FEEDLOT INDUSTRY'S PRODUCTION, WELFARE AND ENVIRONMENTAL CREDENTIALS

PURPOSE: Promote and advocate grain fed beef, the Australian feedlot production system, and the industry's credentials through delivery and maintenance of the Australian Grain Fed Beef Website strategy. Develop and deliver a feedlot industry advocacy program that arms the feedlot industry and our stakeholders with information about grain fed beef production and the importance of the feedlot industry to our community and economy.

OUTCOME: Delivery of the Australian Grain Fed Beef Website – a website that promotes grain fed beef production and provides the curious consumer with information about grain fed beef production. Delivery of a feedlot industry advocacy program that ensures our industry's 2,000 employees and key stakeholders are armed with fact-based information to promote and defend the feedlot industry.



PRIORITY AREA 3: OUR LIVESTOCK

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

CONTINUAL IMPROVEMENT OF FEEDLOT ANIMAL WELFARE PRACTICES

PURPOSE: Revise and update ALFA's Animal Health and Welfare initiatives including the following elements: ensure the National Feedlot Accreditation Scheme's (NFAS) animal welfare requirements continue to remain fit for purpose through completion and implementation of the 2020 NFAS Review, continue to grow feedlot industry animal welfare competency through delivery of certified Animal Welfare Officer Training, and in association with MLA's Feedlot Research and Development program establish Animal Welfare benchmarks and reporting for the Australian Feedlot Industry.

OUTCOME: Continual Improvement of Animal Welfare Practices in the Australian Feedlot Industry.

FEED GRAIN SECURITY AND INTEGRITY SYSTEMS

PURPOSE: Work with MLA and allied intensive industries to develop sustainable grain devitalisation solutions that demonstrate potential for commercial grain importation whilst meeting Australia's strict biosecurity requirements and importation protocols. Work with the National Grains Register to drive adoption of the national Electronic Commodity Vendor Declaration (eCVD). Work with agencies such as the Stockfeed Manufacturers Council on ways the feedlot industry can better adapt and adopt systems that deliver feed integrity.

OUTCOME: Improved feed grain security and integrity.

ENCOURAGE ADOPTION OF SHADE IN FEEDLOTS

PURPOSE: Continue to increase adoption of shade in feedlots through promotion and provision of support materials.

OUTCOME: Adoption of shade in NFAS accredited feedlots.

ENCOURAGE ADOPTION OF ANTIMICROBIAL STEWARDSHIP IN FEEDLOTS

PURPOSE: Continue to increase adoption of best practice antimicrobial stewardship through the promotion of the *Antimicrobial Stewardship Guidelines for the Australian Cattle Feedlot Industry* and supporting materials.

OUTCOME: Adoption of Antimicrobial Stewardship in NFAS accredited feedlots.

CONTINUE TO PARTNER WITH MLA ON THE FEEDLOT RESEARCH AND DEVELOPMENT FOR THE BETTERMENT OF GRAIN FED LEVY PAYERS

PURPOSE: Continue to work with MLA to deliver the Feedlot Research & Development Program that ensures annual Grain Fed levy investments create opportunities that benefit Grain Fed levy payers.

OUTCOME: Continued partnership with MLA to ensure levy investment delivers benefits for Grain Fed levy producers.

Leader in animal welfare, environmental and production standards.

PRIORITY AREA 4: OUR ENVIRONMENT

GOALS

- ▶ To lead in Animal Welfare, Environmental and Production standards
- ▶ Increase the profitability and sustainability of our member's businesses
- ▶ Influence the operating environment to enable feedlots to continually improve, adapt and innovate

FEEDLOT INDUSTRY'S CONTRIBUTION TO ACHIEVING CARBON NEUTRALITY BY 2030

PURPOSE: Work with MLA to identify best practice measures to assist feedlots define, and where appropriate, reduce their carbon footprint. Develop and implement an effective communication and extension program to assist feedlot operator awareness, understanding and adoption of methods to manage their carbon footprint and help industry collectively move toward CN30.

OUTCOME: Feedlot Industry contributing to achieving carbon neutrality by 2030.

FEEDLOT INDUSTRY'S CONTRIBUTION TO AUSTRALIAN BEEF SUSTAINABILITY FRAMEWORK

PURPOSE: Establish key areas where the feedlot industry can assist in contributing to the measures outlined in the Australian Beef Sustainability Framework (ABSF).

OUTCOME: Feedlot industry contributing to the Australian Beef Sustainability Framework (ABSF).

WATER SECURITY

PURPOSE: Establish an evidence-based position on ALFA's role and actions that can contribute to feedlot sector water security. Ensure efficient water usage systems and practices are identified through research and extended to the feedlot community to increase awareness and adoption.

OUTCOME: Continued access to water for feedlots and hence the red meat supply chain.



ENVIRONMENTAL REQUIREMENTS

PURPOSE: Ensure the National Feedlot Accreditation Scheme's (NFAS) environmental requirements continue to remain fit for purpose through completion and implementation of the 2020 NFAS Review and research into paddock feeding. Engage relevant State Departments and Planning and Environmental Agencies to ensure improved relationships and opportunities for red tape reduction and more streamlined procedures for feedlot operators.

OUTCOME: Continual improvement of the Feedlot Industry's environmental stewardship credentials.

HEAT LOAD MANAGEMENT IN FEEDLOTS

PURPOSE: In collaboration with MLA, continue to invest in and promote the Katestone Heat Load Management service to assist feedlot operators to manage summer heat load.

OUTCOME: Adoption of the Katestone Heat Load Management service amongst feedlot operators.

PRIORITY AREA 5: OUR MARKETS

GOALS

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

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

PURPOSE: Work with the European Union (EU) Taskforce and the Australian Government to maximise opportunities for grain fed beef in the EU Australian and the United Kingdom (UK) Free Trade Agreement negotiations.

OUTCOME: Maximise opportunities for grain fed beef in trade negotiations.

MAINTAIN AUSTRALIAN GRAIN FED BEEF STANDARDS

PURPOSE: Continued engagement with Feedlot Members, Australian Meat Industry Standard and Language Committee, Australian Meat Industry Council, Processors and Brand Owners to maintain integrity of the Australian Grain Fed Beef Standards.

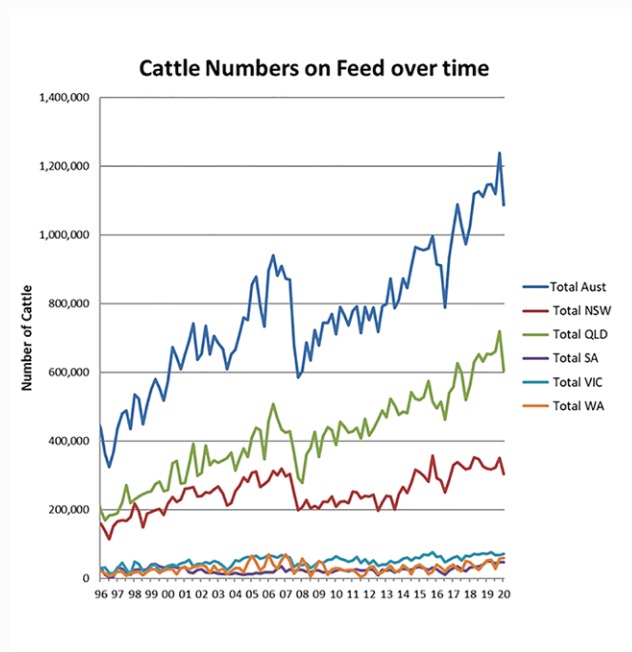
OUTCOME: Maintain integrity of the Australian Grain Fed Beef Standards.



CONTINUED PROVISION OF QUARTERLY FEEDLOT STATISTICS

PURPOSE: ALFA conducts engagement with feedlot operators to generate the Quarterly Australian Feedlot Statistics Survey. These results help industry understand feedlot trends in terms of cattle on feed, turnoff and capacity and enable the supply chain to understand the dynamics of the feedlot industry and its place within the supply chain.

OUTCOME: Provision of Quarterly Feedlot Statistics.



PRIORITY AREA 6: OUR SYSTEMS

GOALS

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

CONTINUAL IMPROVEMENT OF THE NATIONAL FEEDLOT ACCREDITATION SCHEME (NFAS)

PURPOSE: Ensure the National Feedlot Accreditation Scheme (NFAS) continues to remain fit for purpose through completion and implementation of the 2020 NFAS Review. Work with NFAS and AUS-MEAT to improve awareness, understanding and compliance of NFAS requirements through implementation of a communication program and training initiatives with auditors, feedlot operators, and the feedlot community.

OUTCOME: Continual improvement of the National Feedlot Accreditation Scheme (NFAS) to ensure it remains fit for purpose and provides customers and consumers continued confidence in grain fed beef.

ACTIVE ENGAGEMENT IN THE INTEGRITY SYSTEM TASKFORCE

PURPOSE: Active engagement with the Integrity System Company Taskforce to ensure ALFA Policy is conveyed and contributes to the shaping of the Industry's key Integrity Programs – Livestock Production Assurance (LPA), National Vendor Declarations (NVD), and the National Livestock Identification System (NLIS).

OUTCOME: Improvements in Australia's Integrity System including streamlining the systems and increased adoption of electronic NVDs.



PRIORITY AREA 7: OUR ASSOCIATION

GOALS

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

ALFA prides itself on operating appropriate governance arrangements and being financially strong and capable of delivering a quality service to its members.

ALFA BOARD

The ALFA Council is responsible for setting policy and establishing the strategic direction of the Association and the Industry in collaboration with its feedlot members. ALFA Councillors are directly elected by feedlot members to represent the best interests of the collective Industry. The ALFA Council assists in the development, review and monitoring of ALFA corporate governance, particularly in relation to strategy, risk, policy, levy oversight and reserve management and compliance with relevant legislation.

ALFA EXECUTIVE

The ALFA Executive comprises of ALFA's office bearers (President, Treasurer and Vice Presidents) who have prescribed functions in the Articles of Association. The Executive plays an essential audit and risk function for the Association.

ALFA COMMITTEES

ALFA's Committees are the engine room of the Association and play a critical role in analysing issues and developing policy, strategy and solutions that aim to create opportunities for, and add value to, members' businesses.

Committee participants comprise of directly elected Councillors and external participants, that dutifully assess individual issues and form considered policy positions that are then endorsed by ALFA Council and carried forward in industry and government forums.

Each ALFA Committee covers specific topics of responsibility that collectively make up the issues ALFA progresses on behalf of its members:

- ▶ Executive Committee
- ▶ Membership, Events, and Industry Capacity Committee
- ▶ Animal Health and Welfare Committee
- ▶ Research and Development Committee
- ▶ Feedlot Management Committee
- ▶ Feed Commodities and Nutrition Committee
- ▶ Marketing Trade and Market Access Committee
- ▶ Environment Committee

ALFA OPERATIONS

ALFA is a not for profit incorporated public company limited by guarantee. We operate in accordance with our Articles of Association, ASIC requirements and NSW law.

ALFA REPORTING

ALFA reports the Association's achievements and financial performance to members via our Annual General Meeting, held in the latter half of each year in accordance with ASIC requirements. We also produce and provide to members the ALFA Year in Review publication which outlines ALFA's activities, deliverables, and achievements for the year.



ALFA is responsible for setting policy and strategic direction of the feedlot industry.

BEST PRACTICE POLICY AND ADVOCACY

PURPOSE: Establishment of a best practice policy development framework, procedures and tools/templates that facilitate efficient, succinct, and effective policy development for ALFA and the feedlot sector. Represent the interests of the Feedlot Industry by responding to calls for Industry, State and Federal Government Submissions to Reviews and Legislative changes when relevant.

OUTCOME: A strong policy development framework established for ALFA and the feedlot sector and a set of redrafted up-to-date ALFA policies based on the framework. Continue to ensure effective engagement with key stakeholder groups, including:

- ▶ Industry – RMAC and Service providers
- ▶ Industry – Other intensive industries
- ▶ Political – State
- ▶ Political – Federal Agriculture and Trade
- ▶ Regulatory – State Agricultural Departments, Planning Departments, Environmental Departments
- ▶ Regulatory – Agricultural Department, Export Department
- ▶ Retailers – Coles and Woolworths
- ▶ Vets and Nutritionists
- ▶ Environmental service providers
- ▶ RSPCA

CONTINUED BEST PRACTICE GOVERNANCE MANAGEMENT

PURPOSE: Continued operation and strengthening of ALFA's Governance procedures including Strategic Operating Plan developed, adhering to ALFA's Corporate Governance Schedule, updating ALFA's Articles of Association, Reviewing ALFA's Risk Framework, Assessing ALFA's Committee Composition bi-annually, Reviewing ALFA's internal policies and procedures ensuring the Association continues to have capability to operate ALFA's Crisis Response Plan.

OUTCOME: An Association that continues to operate to best practice governance.

If you would like any further information on ALFA's activities, please contact the ALFA Office.

ALFA COUNCILLORS

ALFA's 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



BRYCE CAMM
Camm Agricultural Group, QLD
Chair Executive Committee

VICE PRESIDENTS



GRANT GAREY
Teys Australia, QLD
Chair Marketing, Trade and
Market Access Committee



PAUL VOGT
Representing Iranda Beef, SA
Chair Membership, Events and
Industry Capacity Committee



TONY FITZGERALD
Whyalla Beef, QLD
Chair Research and
Development Committee

TREASURER



BARBARA MADDEN
Smithfield Cattle Company, QLD

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- ▶ Marketing Trade and Market Access Committee
- ▶ Environment Committee

COUNCILLORS



AMANDA MOOHEN
AACo, QLD



GRANT MELROSE
Yarranbrook Feedlot, QLD



SCOTT BRAUND
Mort & Co, QLD



STEPHEN MARTIN
Kerwee Lot Feeders, QLD
Chair Environment Committee



TREVOR HINCK
Kerrigan Valley Feedlot, WA
Chair Feed, Commodities
and Nutrition Committee



TODD NEWTON
Myola Feedlot, NSW





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ANDREW RUSHFORD
Stanbroke Feedlot, QLD
Chair Animal Health and
Welfare Committee



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