



**WoolProducers Australia Ltd**  
**Strategic Plan 2023 - 28**

***Proud and profitable wool producers***

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## INTRODUCTION

WoolProducers is the peak national body for the wool industry in Australia and represents over 14,000 farmers whose primary business is growing wool.

WoolProducers is the national voice on behalf of producers, advocating their interests to both the Federal Government and internationally and providing a strong, unified voice that enables woolgrowers to determine policy and drive change in their industry.

WoolProducers is led by a National Executive made up of woolgrowers from around Australia and who set policy on behalf of growers. Each state farm organisation member is represented on the Executive, while another three members are directly elected by growers Australia-wide.

Democratically elected independent members provide anyone involved with wool growing in Australia the opportunity to be a part of the leadership team. This sets WoolProducers apart from other grower groups and gives it the mantle of the true democratic voice of the Australian wool industry.

WoolProducers is the only national organisation that can speak on behalf of the mainstream wool industry and represent the concerns and hopes of wool producers.

WoolProducers plays a key role in working with the companies that are financed by grower funds - whether they are compulsory levies or fees for service - to develop constructive and profitable outcomes for industry. WoolProducers holds Board positions on both the Australian Wool Exchange and the Australia Wool Testing Authority, promoting and monitoring responsible behaviour in these companies.

WoolProducers maintains a working relationship AWI as a key industry service provider and as the voice on behalf of their shareholders.

WoolProducers is the sole woolgrower representative member of Animal Health Australia (AHA), and as such, carries a huge responsibility for key decisions making on behalf of the industry in the event of an emergency animal disease outbreak.

WoolProducers also provides advice to AHA on behalf of the industry on a day to day basis through its representation on national animal health and welfare committees. WPA is responsible for the oversight of the compulsory levy collected for animal health, welfare and biosecurity on behalf of Australian wool growers under the *Australian Animal Health Council (Livestock Industries) Funding Act 1996*.

WoolProducers also works closely with the Federal Department of Agriculture on key issues such as industry development, animal health and emergency animal disease outbreak preparedness.

As the only woolgrower organisation with membership of the National Farmers' Federation, WoolProducers is responsible for providing key policy advice on behalf of our members to Australia's peak farm body.

The policy contribution to the National Farmers Federation includes environmental laws and regulations, industrial relations, taxation, trade issues, economics and training.

WoolProducers is proud to be the national representative of Australian woolgrowers, providing leadership on their behalf.

## WOOLPRODUCERS AUSTRALIA LTD VISION

An Australian wool growing industry that is financially, socially, ethically and environmentally sustainable.

## WOOLPRODUCERS AUSTRALIA LTD OBJECTIVES

To represent all Australian woolgrowers by providing them with a unified policy forum on national wool issues.

To promote and carry on those activities necessary or advisable for the benefit and advancement of Australian woolgrowers social and economic well-being.

To maintain WoolProducers Australia Ltd as the recognised peak national body for the Australian wool- growing industry.

## WOOLPRODUCERS AUSTRALIA LTD STRATEGIC PRIORITIES

- I. Ensuring efficient and accountable expenditure of compulsory levies or fees paid by wool growers and to seek constructive and profitable returns on these investments.
- II. Representation of wool growers in respect to national animal health and welfare priorities
- III. Membership of the National Farmers' Federation (NFF) on behalf of wool growers.
- IV. Developing policy and strongly advocate to government and other stakeholders on domestic and international issues that may affect the profitability of our wool growing members.
- V. Participation in national training and educational activities that support and promote on-farm business and profitability.
- VI. Efficient, effective and professional management of WoolProducers Australia Ltd, and maintaining a high profile as Australia's peak wool grower body.

## PRIORITY I

***To ensure efficient and accountable expenditure of compulsory levies or fees paid by wool growers and to seek constructive and profitable returns on these investments.***

WoolProducers plays a key role in working with the companies that are financed by grower funds - whether they are compulsory levies or fees for service - to develop constructive and profitable outcomes for industry.

WoolProducers is responsible for advice on the expenditure of wool health and welfare levies held by Animal Health and Welfare.

The organisation holds Board positions on both the Australian Wool Exchange and the Australian Wool Testing Authority, promoting and monitoring responsible behaviour in these companies.

WoolProducers also has a working relationship with both Australian Wool Innovation (AWI) and as such represents members at AWI's Woolgrower Industry Consultation Panel (WICP).

As the only full wool grower member of the Wool Industries Australia (WIA), WoolProducers represent the production sector in this forum of the domestic supply chain.

WoolProducers are also the only wool member of Animal Health Australia (AHA) and provides advice to AHA on behalf of the industry on a day to day basis through its representation on national animal health and welfare committees. (See Strategic Priority II)

### ***Goals and actions to deliver this priority***

GOAL	ACTION	PERFORMANCE INDICATOR
Delivery of innovation to wool growers that delivers on-farm efficiency gains and improved profitability	Monitoring activities of industry funded service provider company's	Improved profitability for Australian wool growers
	Monitoring and contributing to the development of effective extension programs by AWI	Increased adoption of R & D outcomes by producers
Sustainable increases in demand for Australian wool	Monitoring activities of industry funded service provider company's	Improved profitability for Australian wool growers
Input to AWI programs and activities from wool growers	Representation on AWI committees and steering groups by woolgrowers	AWI programs reflecting needs of wool growers
Formal consultative mechanism between the industry peak body and any levy funded organisation.	Advocate need for improved method of consultation	Implementation of effective consultation mechanisms by industry company
Streamlining of policies and procedures relating to levy expenditure	Engagement in processes overseeing levy use and expenditure	Responsible and transparent expenditure of grower levies to achieve industry good outcomes
Create increased transparency and accountability to shareholders of AWI	Engaging with AWI to clarify board decisions regarding levy expenditure and actions of the company when required	A more transparent RDC, which is working in the interests of all woolgrowers
	Lobbying the government to ensure that AWI meeting their requirements under the Statutory Funding Agreement	Adherence of AWI to their statutory obligations under the Statutory Funding Agreement

Ensure the most effective and efficient health and welfare levy expenditure	Providing secretariat of the WPA Health and Welfare Advisory Committee Meeting	Wool growers receiving tangible benefits from their health and welfare levies
Continued wool grower input into activities of companies funded by grower fees, such as AWTA and AWEX.	Maintain representation on boards	Strong links and communication between companies and wool growers
Industry succession achieved through attracting and retaining young wool growers and industry professionals	Promote career, employment and professional development opportunities within the industry	New and existing young people are engaged in the wool industry through employment and professional development opportunities
Create increased transparency and accountability to members of AHA	Engaging with AHA to clarify board decisions regarding levy expenditure and actions of the company when required	A more transparent service provider, which is working in the interests of all woolgrowers

## PRIORITY II

### Representation of Australian wool growers in respect to national animal health and welfare priorities.

WoolProducers is the sole wool grower representative member of Animal Health Australia, and as such, carries a significant responsibility for key decisions made on behalf of the industry in the event of an emergency animal disease outbreak as outlined in the Emergency Animal Disease Response Agreement.

WoolProducers also provides advice to AHA on behalf of the industry on a day to day basis through its representation on national animal health and welfare committees.

Animal welfare is a key priority for WoolProducers and the greater wool industry. Significant resources will be invested into continuous improvement to the already high animal welfare practices conducted by wool growers.

The organisation also works closely with the Federal Department of Agriculture on key issues such as animal health, emergency animal disease outbreak prevention, preparedness and industry development.

WoolProducers determines policy through our State Farming Organisation (SFO) member representatives and three democratically elected Independent Directors. Through the engagement of Independent Directors, WoolProducers is able to ascertain the needs of growers both within, and external to the SFO system.

Additional to the WoolProducers Board and in the interests of unity and transparency, WoolProducers has established an Animal Health and Welfare Advisory Committee, with representatives from other wool grower groups, including the Australian Association of Stud Merino Breeders (AASMB), Australian Superfine Wool Growers Association (ASWGA), Australian Stud Sheep Breeders Association, MerinoLink and SRS Genetics to provide input into the advice of the animal health and welfare levy. Animal Health Australia, Australian Veterinary Association – Sheep, Goats and Camelids Special Interest Group and Australian Wool Innovation also have observer capacity at these meetings.

### Goals and actions to deliver this priority

GOAL	ACTION	PERFORMANCE INDICATOR
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Wool industry able to provide trained personnel in the event of the outbreak of an emergency disease	Participate in training programs for National Management Group	Adequate number of trained personal available for NMG
	Facilitate training of Livestock Liaison Industry	Adequate number of trained personnel available to act as LLI
Wool industry engaged in the development of emergency disease preparedness and response programs/activities	Contributing to AHA core and special programs, specifically in relation to wool production	Participate in development and implementation of national emergency preparedness and response plans
Wool industry engaged in the development of disease surveillance programs	Contributing to AHA core and special programs, specifically in relation to wool production	Participate in development and implementation of national disease surveillance programs
Sound biosecurity practices implemented on wool growing enterprises	Promotion of extensive grazing industry biosecurity plan	Increased understanding and adoption of biosecurity practices and requirements by woolgrowers
	Implementation of the National Sheep Industries Biosecurity Plan	Biosecurity extension program implemented
Wool growers represented in the national management of endemic sheep diseases	Contribute to AHA programs relating to endemic diseases in sheep	Participate actively in development and implementation of disease control programs
The development, implementation and operation of a national traceability system for sheep, which reflects the requirements of the wool growing industry	Representing the Australian wool industry on relevant National Flock Identification Scheme Management Committees	The NLIS is consistent with the needs of the Australian wool industry and our customers.
Uptake of the National Wool Declaration (NWD)	Promotion of the National Wool Declaration to wool growers	Increased uptake of the National Wool Declaration
	Involvement in reviews of the NWD, ensuring relevancy and user-friendliness of the document	Increased uptake in the National Wool Declaration
Continued access to appropriate treatments for internal and external parasites that meet international residue obligations	Work with stakeholders such as AWI to conduct further research into application methods and product safety	Continued availability of parasites treatments
Sustainable improvements to sheep welfare on farm.	Promotion of latest developments and improvements in the area of animal welfare	Adoption of animal welfare best practice measures on-farm
Wool industry engaged in the national management of wild dogs	Representing the Australian wool industry on the National Wild Dog Action Plan Implementation Steering Committee and Stakeholder Consultative Group	Reduced impact of wild dogs on the profitability of the Australian Wool industry
Acceptance and understanding of sheep husbandry practices amongst the community	Communication with relevant organisations, general community and government	Improved understanding of Australian animal welfare and production practices through
Recognition of the policy development role of WoolProducers Australia Ltd concerning national sheep health and welfare activities	Communication with grower groups, relevant stakeholders and State and Federal Governments	Improved understanding of the role of the industry peak body in animal health and welfare outcomes

### PRIORITY III

#### Membership of the National Farmers' Federation (NFF) on behalf of wool growers.

As the only woolgrower organisation with membership of the National Farmers' Federation, WoolProducers is responsible for providing key policy advice on behalf of our members to Australia's peak farm body.

The policy contribution to the National Farmers Federation includes environmental laws and regulations, industrial relations, taxation, international trade issues, economics and training.

#### Goals and actions to deliver this priority

GOAL	ACTION	PERFORMANCE INDICATOR
A national farm body representing the interests of all Australian agriculture and rural communities	WoolProducers maintains membership of National Farmers Federation	NFF maintains status as Australian farmers national voice
The interests of Australian woolgrowers are represented by a national farmer body	WoolProducers contributes to policy development for national farm issues through NFF policy council and relevant Committees and Taskforces	Sound national policy development by NFF that reflects the needs of Australian wool growers
Trade arrangements that are of benefit to the Australian wool industry	WoolProducers ensures industry trade and market access interests are considered by this policy forum, and works with the NFF to progress work on industry and cross-sectoral trade issues	WoolProducers leads the development of, and engages in, trade and market access policy and advocacy efforts
	WoolProducers investigates new and emerging market access opportunities for Australian wool	WoolProducers pursues trade research opportunities in new and emerging markets to diversify market access
Ensuring beneficial economic and farm business policy support woolgrowers	WoolProducers works on issues pertinent to successful operation of farm businesses and general industry economics issues	WoolProducers engages with the committee to identify, work through and progress advocacy outcomes that benefit wool growers and their businesses
Drought policy setting that supports Australian woolgrowers and the wider industry	WoolProducers represents the interests of wool growers and the supply chain at the Drought Working Group, translating into policy development, activities and outcomes that seek to assist industry through drought	WoolProducers engages in, and is represented nationally by, the NFF on drought policy
Farming Systems policy development that supports and enhances wool growing enterprises	WoolProducers ensures that woolgrowers interests are pursued in a national forum regarding animal health, welfare, biosecurity, and general farming procedures	WoolProducers leads the development of national policy setting in these areas through engagement with the NFF Committee

### PRIORITY IV

#### Develop policy and strongly advocate to government and other stakeholders on domestic and international issues that may affect the profitability of our wool producer members.



WoolProducers determines policy through our State Farming Organisation (SFO) member representatives and three democratically elected Independent Directors. Through the engagement of Independent Directors, WoolProducers is able to ascertain the needs of growers both within, and external to the SFO system.

*Goals and actions to deliver this priority*

<b>GOAL</b>	<b>ACTION</b>	<b>PERFORMANCE INDICATOR</b>
The inclusion of wool in free trade agreements	Making representations to federal government and departments Liaison with AWI on trade issues Ensuring that Australia's unique geographic, climatic and production systems are recognised and understood by trading partners	FTAs reached which include favourable outcomes for wool Unified industry position on trade related issues Prohibition of requirement for equivalency of standards in FTAs or other trade deals
Enhanced awareness of residues in Australian wool	Ongoing communications to growers regarding residue issues	Continued market access for Australian wool
Attraction and retention of new entrants into the wool industry	Distribution of positive stories through traditional and social media	The next generation see the wool industry as desirable industry to be involved with
	Distribution of stories regarding new technologies within the wool industry through traditional and social media	Increased adoption of new technologies within industry
Promoting the Australian wool industry's biosecurity credentials at an international level	Participation as the Australian woolgrower representative at the IWTO Biosecurity Trade Working Group	The Australian wool industry continues to be viewed as a leader in this area by international supply chain participants
Maintain market access for wool	Participate in relevant activities around health, welfare, biosecurity and trade areas	Continued market access for Australian wool
Enhance relationships with our largest trading partner, China	Represent Australian woolgrowers in the Joint China-Australia Wool Working Group	Ensure that our Chinese trading partners understand the issues affecting Australian woolgrowers
Investigate and enhance relationship with India	Represent Australian woolgrowers in the Joint India-Australia Wool Working Group	Ensure that our Indian trading partners understand the unique properties of wool along with the issues affecting Australian woolgrowers
Maintain and improve Australia's reputation in animal welfare internationally	Publicly defend the Australian wool industry when adverse campaigns are levelled against it, through various mediums	Favourable media and goodwill towards the industry
	Representation of Australian woolgrowers at the IWTO Animal Welfare Working Group	The Australian wool industry is seen as being proactive in the space of animal welfare by the supply chain
	Improve transparency with an aim to increase sentiment through increased farmer awareness of buyer/market expectation	Increased consumer understanding essential production and husbandry procedures
Assisting wool growers facing adverse climatic conditions	Making representations to federal government and relevant government agencies	Ensuring government provides adequate assistance to wool growers in adverse times

Assisting wool growers adapt to climatic variability	Making representations to federal government, relevant government agencies and RDCs	Ensuring government and RDCs provides adequate assistance to wool growers adapt to climatic variability
Enhanced awareness of Natural Resource Management and land stewardship issues facing wool growers	Promoting NRM best practice across the wool growing industry	Improved awareness of and motivation to address NRM issues by wool growers
Promoting the Australian wool industry's sustainability credentials at a domestic and international level	Participation as the Australian woolgrower representative at the IWTO Sustainable Practices Working Group	Establishing an internationally accepted definition of sustainability for the global wool industry
	In collaboration with SPA, MLA and AWI embed the Sheep Sustainability Framework in industry	Evolution of the Sheep Industry Sustainability Framework
Ensuring robust traceability of Australian wool through the supply chain	Driving industry systems that deliver transparency of wool in conjunction with supply chain partners	A traceability system for wool that meets the needs of customers

## PRIORITY V

### National training and educational activities that support and promote on-farm business and profitability.

Wool producer input into any national area that supports, helps or promotes on-farm wool business. This includes developing and accessing training programs, obtaining useful financial and genetic benchmarks, quality assurance development and support, land conservation, vermin control and agricultural chemicals.

#### Goals and actions to deliver this priority

GOAL	ACTION	PERFORMANCE INDICATOR
Availability to the industry of sufficient highly skilled shearers and shed staff	Support of the AWI Shearer Shed hand training program	Access to trained staff for wool growers
Workforce development	Liaise and participate with Agrifood Skills activities regarding Agriculture, Horticulture and Conservation and Land Management and Animal Care and Management Training Packages	Continuous improvement of the skill set of wool growers
	Identification and addressing of gaps in the skill set of wool growers	Continuous improvement of the skill set of wool growers
Assisting wool growers in adoption of research, technology and innovation	Promotion of new research, technology and innovation	Increased adoption of new research, technologies and adoption within industry to improve overall efficiencies of the industry
Ensuring adequate numbers of qualified or skilled workers are available for wool production and harvesting	Advocating that appropriate training for the domestic workforce and new entrants is available	Increase in qualified and skilled labour for all facets of the wool industry
	Advocating for the establishment of appropriate, quick, efficient and cost-effective visas for the wool industry to access work-ready labour when required	A relevant visa is available to access international labour applicable to the seasonal nature of wool production and harvesting

**PRIORITY VI**

**Efficient, effective and professional management of WoolProducers Australia Ltd, maintaining a high profile as Australia peak wool grower body.**

As the peak national body for wool growers in Australia, WoolProducers Australia must be managed in a professional way, that gives the best return for investments made either directly or indirectly by growers and ensures accountability in the use of those funds.

**Goals and actions to deliver this priority**

<b>GOAL</b>	<b>ACTION</b>	<b>PERFORMANCE INDICATOR</b>
A high standard of corporate governance is maintained that ensures sound management of members' funds and informed decision making by directors	High levels of communication with board. Annual audit and reports to members	Directors making financial and management decisions based on well-presented and accurate information
WoolProducers attracts and retains competent and professional staff	Maintain an environment that encourages harmony in the workplace, and training and personal development opportunities for staff	Professional committed staff with low turnover
	Succession planning conducted with staff	Ongoing professional development at a staff level
Ensuring a highly functional and professional Executive overseeing WoolProducers	Practicing a high level of corporate government and management of the Executive, including succession planning	Ongoing professional performance at an Executive level
WoolProducers is recognised by media and political leaders as the voice of wool growers and the first source of advice or comments on industry matters	Develop media strategy to improve organisation profile and image	Improved recognition of WoolProducers Australia brand amongst growers and decision makers, and increased media penetration
The limited financial resources available to WoolProducers are employed to best effect and that a reserve is maintained on behalf of members	Prudent financial management, with regular liaison between the Finance, Audit & Risk Committee and CEO	A strong financial base, including reserves, that supports WoolProducers policy objectives is maintained
WoolProducers has a sustainable and secure funding stream for the future	Alternative funding arrangements are sourced	Ongoing financial stability and certainty
All state farming bodies are members of WoolProducers Australia	Ongoing dialogue and co-operation with all state farming organisations	All state farming organisation members of WoolProducers
Working with members to deliver value	Maintaining a two-way flow of information between WoolProducers and our members	Member satisfaction
		Having the WoolProducers President, CEO or General Manager attend at least one member meeting each year
	Supporting SFO members with state issues upon request	Responsiveness to requests for support or lobbying on state-based issues
Effective representation	Investigate the most efficient and effective representation model for woolgrowers	Ensuring that woolgrowers' voices are continually heard on national issues