



Lucerne Australia

STRATEGIC PLAN

2025 - 2030



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VISION

To lead and enhance a sustainable Australian lucerne seed industry.

MISSION

To engage stakeholders across the industry to achieve a sustainable value chain, focusing on innovation and collaboration.



STRATEGIC IMPERATIVES (OBJECTIVES)

Lucerne Australia has defined five (5) strategic imperatives that will drive the organisation over the next 5-years. They are:

1. Driving research, development and extension activities within the lucerne seed industry (RD&E)
2. Membership and (industry) communication
3. Representation of the lucerne seed industry
4. Sustainability of Lucerne Australia and the lucerne seed industry
5. Skilled, experienced and committed people

VALUES

Our key values are:



SUSTAINABILITY



COLLABORATION



INNOVATION



PROFITABILITY



RESILIENCE



ENGAGEMENT



INTEGRITY

LUCERNE AUSTRALIA - STRATEGIC PLAN ON A PAGE

Financial years 2025 - 2030

To lead and enhance a sustainable Australian lucerne seed industry

To engage stakeholders across the industry to achieve a sustainable value chain, focusing on innovation and collaboration.

Time Period	Financial years 2025 - 2030				
Vision	To lead and enhance a sustainable Australian lucerne seed industry				
Mission	To engage stakeholders across the industry to achieve a sustainable value chain, focusing on innovation and collaboration.				
Strategic Imperatives	Research, Development & Extension	Membership & Industry Communication	Representation	Sustainability	People
Overarching Statements	Achieve meaningful research outcomes to improve the industry, driven by identified needs and priorities.	Engage Lucerne Australia members, and the broader Australian lucerne seed industry, in a collaborative way that promotes discussion, understanding and cooperation.	To represent, promote and facilitate cooperation between all members of the Australian lucerne seed industry, government and other organisations impacting the lucerne seed industry.	Adopt policies and create opportunities that enhance the long-term sustainability and profitability of the Australian lucerne seed industry.	Promote and deliver opportunities that attract and develop people in the Australian lucerne seed industry.
Key Objectives	- Initiate and support research and development activities that improve the productivity, profitability and environmental sustainability of Australian lucerne seed industry. - Maintain and update products available for use in the Australian lucerne seed industry to achieve best practice production management. - Actively collaborate and engage with other research, development and extension programs to optimise the RDE activities available to the lucerne seed industry. - Assist Australian lucerne seed growers in their adoption of research and development findings through a range of extension activities.	- To develop and maintain a membership database that enables Lucerne Australia to measure member engagement with positive increases. - Increase membership to represent 70% of certified seed production and/or 60% Australian lucerne seed growers. - Encourage the exchange of views and the promotion of discussion, understanding and cooperation within the industry. - Communication of research, development projects and activities through a range of pathways.	- Continue to develop the reputation of Lucerne Australia as the leading organisation that represents the best interests of Australian lucerne seed producers and the Australian lucerne seed industry. - Actively collaborate and engage with industry stakeholders to develop the Australian lucerne seed industry. - Maintain open dialogue with AgriFutures Australia, Pasture Seed Advisory Panel and other relevant organisations.	- The Executive Committee and management are focused on implementing best-practice organisational sustainability practices to ensure Lucerne Australia's ongoing success. - The Australian lucerne seed industry will invest in projects that enhance the long-term environmental, social and economic sustainability of the industry. - Continue to undertake risk auditing as part of the strategic planning review process - Identify threats and opportunities affecting the long-term sustainability of the industry.	- Skilled, experienced and committed people are available to all value-chain members of the Australian lucerne seed industry. - Develop capability within Lucerne Australia and create clear succession plans for the Executive Committee and the Executive Committee and organisational management. - Build, retain and enhance the capability and capacity amongst Australian lucerne seed technical advisors (e.g. agronomists, entomologists, research agronomists, plant breeders).
KPI's	- At least one large-scale research trial into improved lucerne seed production being managed by Lucerne Australia. - Maintain a 3-year average RD&E income for Lucerne Australia of \$75,000 using a collaboration of funding and delivery partners. - Investment in RD&E programs that generate a positive return to the industry.	50% of membership attend at least one event per season - Feedback from events is gained to improve member engagement and event delivery. - Quarterly Lucerne Leader newsletter produced and distributed - Weekly updates on social media - Annual review of the level of representation via seed levy declarations.	Lucerne Australia is recognised as a valued and respected industry body.	- Maintain projects ensuring ongoing viability of the industry - Maintain cash surplus trading position year on year. - Maintain at least 2-years of operating expenses in reserve.	- At least one participant per year in a bursary program. - At least one capacity building program per year delivered in cooperation with Lucerne Australia.

BACKGROUND INFORMATION

Lucerne Australia was formed in 2005 and aims to represent, engage and collaborate with all relevant sectors of the Australian lucerne seed industry.

Since its inception Lucerne Australia has undertaken projects including seed wasp management, developed a Biosecurity Code of Practice for Golden Dodder, hosted variety and fertiliser trials, and held numerous field days and member days, and International and Domestic study tours. All with the object of enhancing grower returns and the uptake of innovation throughout the industry.

GOVERNANCE AND STRUCTURE

Lucerne Australia is an incorporated organisation that is charged with delivering this strategic plan for the enhancement of the Australian lucerne seed industry.

Lucerne Australia is managed by an Executive Committee of members, and it operates within the powers of the Lucerne Australia constitution. The Executive Committee is made up of five seed producers and three associate members. An Executive Officer is employed to carry out the duties as set out by the Executive Committee. The roles of secretary and treasurer are carried out by the Executive Officer. The Executive Officer is the primary contact point for the organisation.

To enable Lucerne Australia to achieve the goals set out in this strategic plan, it is imperative that the organisation continues to seek and encourage a vibrant and active Executive Committee to manage the organisation.



STAKEHOLDERS

The following have been identified as key stakeholders and have been identified by Lucerne Australia as key collaborating partners in delivering this strategic plan:

Membership:

- Grower Members
- Associate Members

Aligned industry organisations:

- Australian Seed Authority
- Australian Seed Federation
- International Seed Federation
- Australian Fodder Industry Association
- MacKillop Farm Management Group
- Ag Excellence Alliance Inc
- SA Apiarists Association
- Australian Honey Bee Industry Council (AHBIC)
- The Wheen Bee Foundation
- Primary Producers SA
- National Farmers Federation

Government departments/organisations:

- Department of Agriculture, Fisheries and Forestry (DAFF)
- Primary Industries and Regions SA (PIRSA)
- Seed Services Australia
- SARDI
- Landscapes SA Limestone Coast
- Department of Water, Environment and Natural Resources (DWENR)
- Tatiara District Council

Relevant Statutory Authorities:

- AgriFutures
- Australian Pest and Veterinary Medicines Authority (APVMA)

Research Partners:

- SA Drought Hub
- University of Adelaide
- SA Research and Development Institute
- CSIRO