

# South Australian Dairyfarmers' Association



Strategic  
Plan

2023-25



# President's Message

The South Australian Dairyfarmers' Association Incorporated has a proud history dating back to 1936 when South Australian Dairy Farmers moved to create a not for profit organisation that was there to protect their members for the good of the industry in South Australia. This 85 plus year old organisation has traditions that have resonated through the decades right through to today. SADA has never wavered in its ambitions to be out the front where the interests of South Australian Dairy Farmers are concerned.

Drawing on that rich history we are able to look to the future with confidence and a desire to still extract the best for our members.

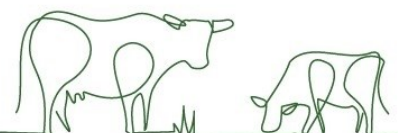
Nevertheless, the world is a dynamic place and SADA cannot afford to be complacent and rest on its laurels. Today there are challenges before us that our founders could not have imagined, let alone contemplated. Technologies, transport possibilities and new sciences have seen the industry transformed. We must remain alert and ever ready to respond to those changes.

For this reason SADA needs to remain focussed and dedicated to the cause of serving Dairy Farmers in South Australia and beyond its borders where South Australia is affected. We need to be resolute in the face of our challenges and passionate about overcoming them.

As you read this plan you will notice our vision statement, *"To be the premier industry body in South Australia"*. This means all industries, primary or otherwise. It is a declaration that as SADA moves forward through the application of this plan, other organisations look to us and say that we are the bench mark when it comes to getting things done.

*"South Australian dairy can grow strong economic opportunities for our state by capitalizing on our natural advantages such as affordable and plentiful supplies of grain and hay, existing processor infrastructure available for increased milk production and partnering with government growth and trade policy. We can deliver growing, sustainable milk supply and become a significant player in national production. Consumers around the world are looking for healthy, natural, and affordable nutritional food. Scientific and medical reports indicate dairy can deliver all of these."*

*Robert Brokenshire | SADA President*



# Forward

Structure is the gift that good planning gives to an organisation. In the case of SADA, the plan is a document that has identified what must be done over the next two years, who needs to do it and how do we measure the success of the application of effort. Much consideration has gone into each aspect of the plan and more than a century of industry knowledge and experience is behind its creation.

The planning process has identified particular areas where SADA will focus to advance its causes.

The priority action areas are:

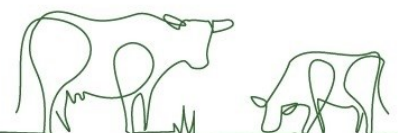
- ⇒ Membership
- ⇒ Financials
- ⇒ Communication
- ⇒ Advocacy and Relevance
- ⇒ Industry Growth

Each of these areas has its own plan. With its own measures of input, the effort that the organisation makes, outcomes, the results of that effort and performance indicators that are the vehicle by which both inputs and outcomes are measured.

A strategic plan is a living breathing document. It must be embraced and understood at every level of the organisation from the President down. The plan must be lived and breathed by all. As it advances it must be, and will be capable of review, and where necessary capable of adjustment.

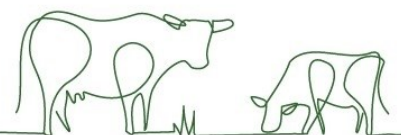
As a document, it also forms the basis for our reporting demands going forward including the Annual Report. The Annual Report will report against the measures outlined in this plan and report frankly about the results that have been or have not been achieved.

The President has indicated in this plan the pathway forward it is now up to us all to make it happen.



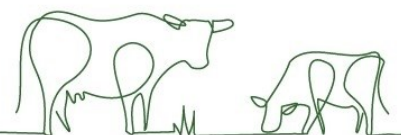
# Our Vision

“To be the premier industry  
body in South Australia”



## Our Mission

“To provide strong leadership  
and effective advocacy  
enabling a growing profitable  
and sustainable industry  
for members.”



# Our Values:

Integrity  
Representation  
Accountability

Ethical Practice  
Passion  
Respect

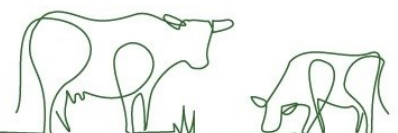
## Key Priority Areas

As outlined in the forward SADA retains 5 key priority areas, which are:

1. Membership
2. Financial
3. Communication
4. Advocacy and Relevance
5. Industry Growth

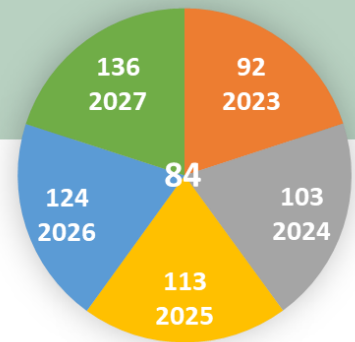
These areas form the spine of SADA's activities over the next **three** years. Day to day issues will occur and from time to time there will be challenges that will distract SADA from these primary concerns. The purpose of this plan is to ensure that where these distractions occur we can return to the plan to get the organisation back on track and focussed on the business that will enable us to achieve our mission as we step toward our vision.

This plan reflects the needs of SADA and its members. Contractual arrangements, the **Right to Farm**, Industry Confidence, Social Licence and Regulatory oversight are all issues that are top of mind for the Members of SADA. It is SADA's function to advocate, represent, lobby and to address these real and present issues facing Dairy Farmers today.



# Membership:

Grow by 10% p.a.



The SADA Board is critically aware that we are here to serve our members. The greater the number of members as a proportion of the overall number of producers in the state the greater the legitimacy we have. Particularly in regard to our public statements, public positions and in our endeavours to make a difference to the benefit not only of our membership, but also to the industry as a whole and the benefit of South Australia as a jurisdiction.

**STRATEGY:** We aim to achieve this by;

- ⇒ Providing Services to Members to make membership more attractive,
- ⇒ Develop a Concierge Service approach to demonstrate our value to members.
- ⇒ Better informed membership through effective delivery of useful, current and timely information, this information should reflect the local, national and global environment.
- ⇒ The content to members needs to be tangible and measurable.

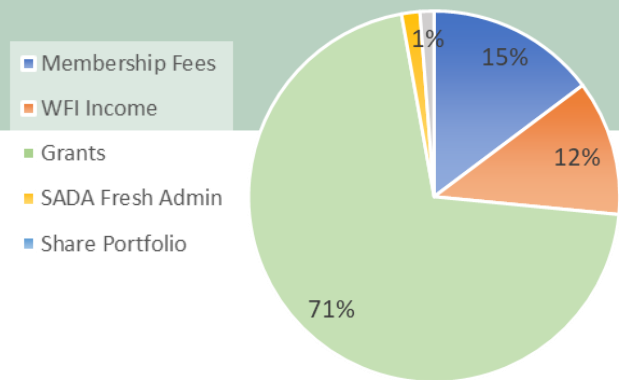
**OUTCOMES:** How we are going to achieve this;

- ⇒ Quick easy (3 click) online membership form.
- ⇒ Creation of SADA linked discounts/subscriptions/benefits
- ⇒ A list of organisations and service providers who can quickly and effectively meet the needs of SADA members.



# Financial:

Total Income 1,019,156 p.a.



As with any organisation the ability to do what needs to be done is dependent upon financial capacity. Therefore SADA must expand on existing sources of income as well as explore alternatives.

## EXISTING SOURCES:

- ⇒ Efficient resources;
  - ◆ Membership Fees
  - ◆ Maintain WFI partnership.
  - ◆ Increase grant activity – deliver services to members.
  - ◆ SADA Fresh creating return for SADA to reduce reliance on membership fees.
  - ◆ Maximised investment return

## EXPLORE ALTERNATIVE:

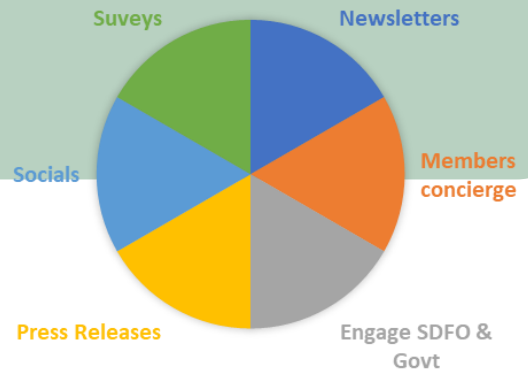
Diversification of Increased income from these sources.

- ⇒ Membership Fees increase by 10%
- ⇒ Grant opportunities to be identified and applied for when appropriate, Margins on project cost to be above 10% of core funding.
- ⇒ Property asset and investment maximised—increase by 1%.
- ⇒ A practical and useful income from the SADA Fresh product for the Fund as well as SADA—set at 10% of levy income.
- ⇒ Explore other member services partnerships—increase by 2%.





# Communication:



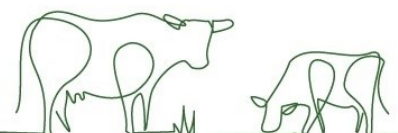
Doing the work is one thing but making sure that what has been done is successfully conveyed is entirely another. Communication strategy is an important component of the organisation's mission so that it can convey to members and non-members alike all that is being done and all that needs to be done to pursue the outcomes of SADA.

**STRATEGY:** We aim to achieve this by;

- ⇒ Members Communications
- ⇒ External Providers and External Interests
- ⇒ The Media and Public consultation.
- ⇒ Social Media and improve social licence of the industry.

**OUTCOMES:** How we are going to achieve this;

- ⇒ Website maintenance and evolve accordingly.
- ⇒ The regular issue of Newsletters, monthly, including matters of relevance.
- ⇒ Survey members to assist advocacy policy positions.
- ⇒ Members Concierge—The issue of specific advices to members when required.
- ⇒ Regular and effective contact with Political Leaders, Senior Management in dairy related Industries and other interested organisations such as animal welfare organisations.
- ⇒ Press releases on issues impacting the industry leading to greater confidence in the industry at a consumer level



# Advocacy and Relevance:



A core function of SADA is to advocate primarily for its members but also the Dairy Industry of South Australia. In accordance with our Vision and Mission maintaining a presence as the go to organisation to get messages through and to get things done means a positive approach to doing our work in a logical, considered and affirmed fashion, demonstrating the growth in the public confidence of the Dairy Farmer as being a wholesome and dedicated person to the task of producing milk in a sustainable and caring fashion.

SADA Board Members must be armed with a good understanding of the principles of governance of the organisation. Better governance equals safer and better systems and a greater protection for SADA and therefore ultimately the Members.

## STRATEGIC OUTCOMES:

- ⇒ **Members:** Successful application of the Communications strategy to inform members of the activity of the SADA Board and Executive Members
- ⇒ **Government:** Continued representation in writing and by other means to Departments and Ministers both formally and informally
- ⇒ **External Agencies:** Ongoing development with other relevant organisations building contacts and networks to the advantage of SADA
- ⇒ **Industry Contacts:** Increase in the quantity and quality of contacts within the industry, particularly with members, producers and processors.
- ⇒ **Public Relations:** Regular and effective contact with Political Leaders, Senior Management in Dairy related Industries, and other interested organisations such as animal welfare organisations
- ⇒ **Board:** The development and delivery of the organisations Strategic Plan, Director Education, 4 x Board Meetings annually. Complete register of Board Policies and regulations.



# Industry Growth:

While SADA is only part of the larger picture the organisation still has an important role to play in the advancement and growth of the South Australian Dairy Industry. The SA Dairy industry is in a resurgent phase, SADA is well placed to take a leadership role in facilitating it's growth. SADA will take an active role in industry growth and development particularly in the extra-jurisdictional environment in focus.

The SADA Fresh model that presents substantial opportunities as well as threats to the SADA organisation. Opportunities need to be maximised and threats abated as much as possible. While realising the benefits this offers members to influence the greater supply chain.

## STRATEGY:

- ⇒ Increased number of contacts across the supply chain enabling greater linkages to be made between producers, processors and customers.
- ⇒ Building relationships both interstate and internationally as part of the process of creating an environment for greater volume.
- ⇒ Increased investment in South Australia particularly for SADA members.
- ⇒ Subject to the development of the SADA Fresh strategic plan exploring new/untapped markets for the SADA Fresh product.
- ⇒ Fluid and comprehensive communication plan for SADA Fresh through SADA channels.
- ⇒ Strong and regular communications to farmers what industry is doing.

## OUTCOMES:

- ⇒ Volume of milk sold – 500ml litre (target 750ml)
- ⇒ Number of new relationships generated.
- ⇒ Increase in dollar value of sales.
- ⇒ Increased demand in South Australian Product
- ⇒ Completion of SADA Fresh Business Plan to explore new markets.
- ⇒ Maintain and refresh the Industry Action Plan.

