

# **South Australian Dairyfarmers' Association**

**Strategic Plan  
2017-2019**



## 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 81 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 as us and say that we are the bench mark when it comes to getting things done. We are organised, committed, focussed, strong and effective in what we do.

I know this is no small statement but to be best we must believe in best.

In short, we are SADA.

A handwritten signature in black ink, appearing to be 'John Hunt', written in a cursive style.

John Hunt

## **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
- Board and Governance
- Industry Growth
- The Management of SADA Fresh

Each of these areas has its own plan.

Each of these plans has 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”***

## Mission Statement

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

### Our Values:

*Integrity*

*Passion*

*Ethical Practice*

*Respect*

*Representation*

*Accountability*

### Key Priority Areas

As outlined in the forward SADA retains 7 key priority areas, which are:

Membership

Financials

Communication

Advocacy and Relevance

Board and Governance

Industry Growth

The Management of SADA Fresh

These areas form the spine of SADA's activities over the next two 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

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.

| <b>Strategies</b>  | <b>Outcomes</b>  |                    |                                 |                           |                             |
|--|--|--------------------|---------------------------------|---------------------------|-----------------------------|
| <p>Providing Services to Members to make membership more attractive</p> <p>Develop a Concierge Service approach</p>  | <p>Better informed membership through effective delivery of useful, current and timely information through communication. This information should reflect the local, national and global environment.</p> <p>Improved Communication to members that is tangible and measurable</p> <p>Developed SADA Fresh Plan to benefit Members</p> <p>Creation of SADA linked discounts/subscriptions/benefits</p> <p>Maintain and build upon a strong advocacy capacity</p> <p>A list of organisations and service providers who can quickly and effectively meet the needs of SADA members</p> |                    |                                 |                           |                             |
| <b>Indicators of Success:</b> <table data-bbox="207 1456 1244 1545"><tbody><tr><td data-bbox="207 1456 494 1489">Membership numbers</td><td data-bbox="861 1456 1244 1489">Number of discount arrangements</td></tr><tr><td data-bbox="207 1512 494 1545">Number of referral events</td><td data-bbox="861 1512 1244 1545">Number communication events</td></tr></tbody></table> |  | Membership numbers | Number of discount arrangements | Number of referral events | Number communication events |
| Membership numbers   | Number of discount arrangements  |                    |                                 |                           |                             |
| Number of referral events  | Number communication events  |                    |                                 |                           |                             |

## Financial

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

| <b>Strategies</b>  | <b>Outcomes</b>  |
|--|--|
| Membership Fees  | Collection of Membership Fees including CPI increase                                   |
| WFI Income   | Increased income from this source  |
| Grants   | Grant opportunities to be identified and applied for when appropriate                  |
| Rental Income  | Rental property and investment property tenanted and maximised                         |
| SADA Fresh   | A practical and useful income from the SADA Fresh product for the Fund as well as SADA |
| <b>Indicators of Success:</b><br><br>Increased income<br>Maximised investment return<br>SADA Fresh creating return for SADA<br><br>Increased grant activity<br>WFI Increase on Feb 2017 income |  |

## 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.

| <b>Strategies</b>  | <b>Outcomes</b>  |                                  |                       |                                   |                             |                                 |                                       |
|--|--|----------------------------------|-----------------------|-----------------------------------|-----------------------------|---------------------------------|---------------------------------------|
| <p>Members</p> <p>External Providers and External Interests</p> <p>The Media and Public</p>  | <p>Development of Website</p> <p>The regular issue of Newsletters, monthly, including matters of local, national and international relevance</p> <p>The issue of specific advices to members when required</p> <p>Personal contact</p> <p>Regular and effective contact with Political Leaders, Senior Management in Dairy related Industries and other interested organisations such as animal welfare organisations</p> <p>Press releases on issues impacting the industry leading to greater confidence in the industry at a consumer level</p> <p>Improving the Social Licence of the Industry</p> |                                  |                       |                                   |                             |                                 |                                       |
| <p><b>Indicators of Success:</b></p> <table><tbody><tr><td data-bbox="188 1518 576 1547">Website complete by end Feb 2017</td><td data-bbox="794 1518 1054 1547">Number of Newsletters</td></tr><tr><td data-bbox="188 1570 560 1599">Number of specific advices issued</td><td data-bbox="794 1570 1110 1599">Number of external contacts</td></tr><tr><td data-bbox="188 1621 544 1650">Number of Press releases issued</td><td data-bbox="794 1621 1233 1650">Qualitative feedback to board members</td></tr></tbody></table> |  | Website complete by end Feb 2017 | Number of Newsletters | Number of specific advices issued | Number of external contacts | Number of Press releases issued | Qualitative feedback to board members |
| Website complete by end Feb 2017   | Number of Newsletters  |                                  |                       |                                   |                             |                                 |                                       |
| Number of specific advices issued  | Number of external contacts  |                                  |                       |                                   |                             |                                 |                                       |
| Number of Press releases issued  | Qualitative feedback to board members  |                                  |                       |                                   |                             |                                 |                                       |



## 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.

| <b>Strategies</b>                 | <b>Outcomes</b>  |
|-----------------------------------|--|
| Members                           | Successful application of the Communications strategy to inform members of the activity of the SADA Board and Executive Members                                  |
| Government                        |  |
| External Agencies                 | Continued representation in writing and by other means to Departments and Ministers both formally and informally   |
| Industry Contacts                 | Ongoing development with other relevant organisations building contacts and networks to the advantage of SADA  |
| Public Relations                  | Increase in the quantity and quality of contacts within the industry, particularly with members, producers and processors.                                       |
|                                   | 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. |
| <b>Indicators of Success:</b>     |  |
| Qualitative feedback from members | Number of successful lobbying events   |
| Number of contacts created        | Growth in the size of the overall network  |
| Qualitative feedback from public  |  |

**Board and Governance**

Effective Governance is based in knowledge. To have a role in protecting the right to farm and maintaining social licence, 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.

|   |   |                               |                                     |                               |                                       |                                   |  |
|---|---|-------------------------------|-------------------------------------|-------------------------------|---------------------------------------|-----------------------------------|--|
| <p><b>Strategies</b></p> <p>Development of the Strategic Plan</p> <p>Development of SADA Fresh Strategic Plan</p> <p>Governance Training and Education</p> <p>Regular Board Meetings</p>  | <p><b>Outcomes</b></p> <p>The strategic plan developed and endorsed by the board in March 2017</p> <p>The development of the SADA Fresh strategic plan by April 2017</p> <p>The delivery of the Company Director’s Course to the President</p> <p>The preparation of Board responsibility information sheets for Board members.</p> <p>Prompt, effective and sound advice delivered to Board Members as and when required.</p> <p>4 face to face board meetings annually— 8 further board meetings—Weekly telephone hook ups.</p> |                               |                                     |                               |                                       |                                   |  |
| <p><b>Indicators of Success:</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">SADA Strategic Plan Delivered</td> <td style="width: 50%;">SADA Fresh Strategic Plan Delivered</td> </tr> <tr> <td>Governance Training Delivered</td> <td>Number of Information sheets prepared</td> </tr> <tr> <td>Number of Board Meetings Achieved</td> <td></td> </tr> </table> |   | SADA Strategic Plan Delivered | SADA Fresh Strategic Plan Delivered | Governance Training Delivered | Number of Information sheets prepared | Number of Board Meetings Achieved |  |
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| Governance Training Delivered   | Number of Information sheets prepared   |                               |                                     |                               |                                       |                                   |  |
| Number of Board Meetings Achieved   |   |                               |                                     |                               |                                       |                                   |  |

**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. South Australia only has a small slice of the pie at the moment. SADA must take an active role in industry growth and development particularly in the extra-jurisdictional environment with a focus

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|--|---|
| <p><b>Strategies</b></p> <p>Increasing consumer contact network</p> <p>Exploring extra-jurisdictional markets</p> <p>Investment</p> <p>Role for SADA Fresh</p>   | <p><b>Outcomes</b></p> <p>Increased number of contacts across the supply chain enabling greater linkages to be made between producers, processors and customers</p> <p>Building relationships both interstate and internationally as part of the process of creating an environment for greater volume</p> <p>Increased investment in South Australia particularly for SADA members</p> <p>Subject to the development of the SADA Fresh strategic plan exploring new/untapped markets for the SADA Fresh product.</p> |
| <p><b>Indicators of Success:</b></p> <p>Volume of milk sold<br/>Increase in dollar value of sales<br/>Completion of SADA Fresh Strategic Plan to explore new markets</p> <p>Number of new relationships generated<br/>Increased demand in South Australian Product</p> |   |

## The Management of SADA Fresh

SADA Fresh is an organisation that presents substantial opportunities as well as substantial threats to the SADA Board.

Opportunities need to be maximised and threats abated as much as possible. SADA Fresh represents an opportunity for SADA members to have much greater influence over the supply chain.

SADA Fresh must maintain a focus on outcomes for producers above all others as the central part of its business ethos.

|   |  |
|---|--|
| <b>Strategies</b><br><br>Develop SADA Fresh   | <b>Outcomes</b><br><br>The development of the SADA Fresh Strategic Plan by April 2017 which reflects the ambitions of the SADA board. This plan must reflect the fundamental ethos that SADA Fresh exists for the benefit of SADA members and that any Board Member or Employee of SADA Fresh must understand and act in accordance with that core principle.<br><br>While there is a small scope for SADA Fresh to expand in South Australia particularly with a view to taking up shelf space currently reserved for unbranded milk, SADA Fresh has a greater potential to expand and promote milk sales in new markets that will not compete with existing markets in South Australia.<br><br>A comprehensive plan that addresses the opportunities and threats that SADA Fresh currently represents. |
| <b>Indicators of Success:</b><br><br>Delivery of a SADA Fresh Strategic plan by April 2017. |  |