



## Your Levy at Work

# Western Dairy

# Strategic Plan

2014 - 2017

---

## Our Charter

Our charter is to facilitate the economic and environmental wellbeing and image of the region's dairy farming industry through effective research, extension and industry development, in order to take advantage of opportunities for growth.

We will seek to do this by:

- Working with regional stakeholders to identify and evaluate areas where research, development and extension may assist in the competitiveness and sustainability of dairying in the region, whilst enhancing industry image;
- Participating in national priority setting and strategic planning of farm research, development and extension;
- Ensuring responsible and timely use is made of the Research and Development levies paid by WA dairy farmers and where possible, using these funds to facilitate synergistic partnerships and funding opportunities that enhance current and planned research project outcomes;
- Building and strengthening qualitative relationships to provide tangible benefits for the local dairy industry in the areas of research, development, extension, education and industry promotion;
- Facilitating communication and interaction between dairy farmers, the dairy research community and kindred industry entities and organisations;
- Taking responsibility to actively communicate with consumers and the general public about who we are, what we do, and the contribution we make as an industry to the lifestyle (health) of our nation.

## Our Vision

Our vision is focused on:

- An industry that facilitates sustainable “*right to farm*” and wealth creation outcomes;
- Farmers with the business acumen to capture growth opportunities (with greater confidence, self- belief and evolving leadership skills);
- Providing a business capacity (right tools, information technology, skills and capacity) to survive in a globally competitive market environment;
- Overcoming any impediments in the industry.

## Our Strategic Environment

The key influences and trends on the WA dairy industry are:

- Increasing growth in export markets and increasing supply pressure within the domestic WA markets;
- Unknowns around the potential benefits and/or threats of outside investment, coupled with the need for growth;
- A more stable processing sector than five years ago, although now no major processor is WA owned;
- Processing capacity significantly under-utilised although with a now-limited capacity for product spread.
- An increased importance for quality Business and HR Management to facilitate improvements in farm productivity and a growing need for industry to be ‘investor ready’ in order to take advantage of investment opportunities;
- Increased focus on environmental sustainability;
- An absolute requirement to align the industry with community expectations; and
- An increasing need to be adaptive to industry volatility.

## **Our Key Result Areas**

Our focus is on:

- Enterprise Business Management;
- Feedbase and Animal Systems;
- Natural Resource Management;
- Human Resources;
- Industry Image; and
- Western Dairy operating as a very professional organisation.

## **Western Dairy's fundamental business approach**

Western Dairy endorses the principles of the Horizon 2020 report which highlights business acumen and attitude as the fundamental barrier to adoption of best practise farm management across the feedbase (in particular), animal management and human resource management areas.

Western Dairy has identified that the strategy most likely to effectively remove this barrier is through one-on-one support that is dedicated to achieving practise change. As a consequence, many of the strategies outlined in this plan take advantage of our industry's small number of farm businesses that do make a one-on-one approach feasible.

**Our Charter:** To facilitate the economic and environmental wellbeing and image of the region's dairy farming industry through effective research, extension and industry development, in order to take advantage of opportunities for growth

Business Management	Human Resources	Feed Base	Natural Resource Management	Industry Image	Western Dairy
<p><b>G1: Farmers acting on key profit drivers</b></p> <p>S1: Develop one-on-one style projects that drive change in farm business management</p>	<p><b>G2: Improved standards of staff recruitment and retention</b></p> <p>S1: Improve the uptake of the 'People in Dairy' program</p>	<p><b>G3: Feed base efficiency is maximised</b></p> <p>S1: Increase home-grown feed base quality</p>	<p><b>G4: Nutrient efficiency and utilisation on farm is maximised</b></p> <p>S1: Make whole of farm nutrient mapping and budgeting common practice in WA and used as the basis for decision making.</p>	<p><b>G5: The community values the WA dairy industry</b></p> <p>S1: Educate farmers on their ethical obligations</p>	<p><b>G6: Maintain an effective and professional organisation</b></p> <p>S1: Ensure a diverse and experienced Board</p>
<p>S2: Drive uptake of Dairy Farm Monitor Project</p>	<p>S2: Educate businesses on OHS risk management</p>	<p>S2: Utilise off farm feeds effectively</p>	<p>S2: Maximise liquid effluent reuse</p>	<p>S2: Engage the community</p>	<p>S2: Maintain professional management</p>
<p>S3: Develop capacity to implement changes</p>		<p>S3: Assist farmers to identify the most profitable feeding system for their business</p>	<p>S3: Maximise solid effluent reuse</p>	<p>S3: Support and help drive the DA Legendary campaign</p>	<p>S3: Communicate effectively</p>

Business Management	Human Resources	Feed Base	Natural Resource Management	Industry Image	Western Dairy
<p><b>G1: Farmers acting on key profit drivers</b></p> <p><b>S1: Develop one-on-one style projects that drive change in farm business management</b></p> <p>A1: Develop and deliver a project plan to implement effective one-on-one business support;</p> <p>A2: Ensure business consultants and DIDS have access to and training in Dairy Directions modelling tool and updated Taking Stock tools!</p> <p>A3: Target 75% of WA dairy businesses to be part of this program x 3 years.</p>	<p><b>G2: Improved standards of staff recruitment and retention</b></p> <p><b>S1: Improve the uptake of the 'People in Dairy' program tools</b></p> <p>A1: Target 50% of the industry to be actively utilising the Eski product</p> <p>A2: Identify top 3 HR issues and run tailored workshops to meet these needs;</p> <p>A3: Use HR advisors already available to increase and promote the program</p> <p>A4: Support the Farmwest dairy recruitment website as a localised service for recruiting WA dairy staff.</p>	<p><b>G3: Feed base efficiency is maximised</b></p> <p><b>S1: Increase home-grown feed base production</b></p> <p>A1: Increase on farm adoption of existing quality pasture production and feed utilisation knowledge, by targeting 66% of farm business participation rate in activities that support this function; including on-going delivery of Feeding Pastures for Profit; the introduction of Rumen8 workshops and one-on-one support via DIDS on-farm visits.</p> <p>A2: Survey participants of the above programs to identify and quantify adoption and uptake of information.</p> <p>A3: Design a project proposal to capture new funding to deliver one-on-one support for feedbase and productivity improvement, working initially with the FFSWA partner farmers and then exponentially from there – involving 50% of the WA dairy industry for the duration of the project.</p> <p>A4: Use Dairy farm monitor project to capture and benchmark existing practises in order to help provide motivation for attitudinal change.</p> <p>A5: Use Flexible Feeding Systems WA project findings (via partner farms) to communicate key feedbase messages that will drive change on farm.</p>	<p><b>G4: Nutrient efficiency and utilisation on farm is maximised</b></p> <p><b>S1: Make whole of farm nutrient mapping and budgeting common practice in WA and used as the basis for decision making</b></p> <p>A1: Provide simple tools to understand the nutrient value of effluent;</p> <p>A2: Promote and provide training and extension in appropriate nutrient budgeting tools;</p> <p>A3: Support the continuation of the DAFWA WoF nutrient mapping project (evolving to a commercially available service, where project is continued beyond short term funding)</p>	<p><b>G5: The community values the WA dairy industry</b></p> <p><b>S1: Educate farmers on their ethical obligations</b></p> <p>A1: Finalise animal welfare engagement program guidelines, once the national standards are agreed upon;</p> <p>A2: Develop workshops under the banner of Healthy Calves and Heifers on Target to increase farmer awareness of their obligations under what is anticipated to be new standards</p>	<p><b>G6: Maintain an effective and professional organisation</b></p> <p><b>S1: Ensure a diverse and experienced Board</b></p> <p>A1: Develop an appropriate succession process for Board members;</p> <p>A2: Identify and engage prospective candidates with the potential to help shape the industry going forward and train them accordingly;</p> <p>A3: Ensure high visibility and services are delivered across all WA dairy regions;</p>

	<p><b>S2: Drive uptake of Dairy Farm Monitor Project (DFMP)</b></p> <p>A1: Introduce and trial DFMP via Flexible Feeding Systems partner farms;</p> <p>A2: Target 30 farm businesses to be part of DFMP by June 2015;</p>	<p><b>S2: Educate businesses on OH&amp;S risk management</b></p> <p>A1: Campaign for a positive attitude to OH&amp;S risk management and HR management with resources drawn from the Eski</p>	<p>A6 Identify alternatives to the existing feedbase and evaluate their application via Regional Feedbase Development Group activities;</p> <p><b>S2: Utilise off farm feeds effectively</b></p> <p>A1: Draw on FFSWA data and communications to help shift farmer focus from quantity to quality when purchasing feed, with a target of 80% of farmers purchasing grain subject to feed tests within 5 years.</p>	<p><b>S2: Maximise liquid effluent reuse</b></p> <p>A1: Increase the implementation of the Code of Practice through information, accessing funding support and building business cases at the farm level</p>	<p><b>S2: Engage the community</b></p> <p>A1: Develop a Social Media Policy for the Western Dairy RDP by June 2015;</p> <p>A2: Increase to double the number of industry participants using social media to advocate the dairy industry</p>	<p><b>S2: Maintain professional management</b></p> <p>A1: Retain a quality Executive Officer and project staff;</p> <p>A2: Ensure well documented policies and procedures;</p> <p>A3: Attract funding for projects and organisational growth;</p> <p>A4: Maintain strong financial management and reporting</p>			
<p><b>S3: Develop capacity to implement changes</b></p> <p>A1: Target all DFMP participants to use DairyBase as an effective self-paced benchmarking tool;</p> <p>A2: Support one-on-one projects by a series of regional (up to 6) farm discussion groups and business mentors</p>	<p><b>S3: Develop a quality working relationship with WorkSafe to assist Western Dairy communicate the key OH&amp;S issues to dairy farmers</b></p> <p>A1: Promote positive dialogue with Worksafe via events such as dairy innovation day;</p> <p>A2: Invite Worksafe to strategic dairy industry meetings (such as the business breakfast) so they gain an appreciation of the professionalism of industry.</p>	<p><b>S3: Assist farmers to identify the most profitable feeding system for their business</b></p> <p>A1: Target 80% of farm businesses using 'Rumen8 or equivalent program to help identify most profitable feeding system within 5 years;</p> <p>A2: Draw on FFSWA data to provide compelling cost / benefit analysis of farm feeding systems and communicate these findings to industry.</p>	<p><b>S3: Maximise solid effluent reuse</b></p> <p>A1: Develop an Industry / Government agreed solid effluent Code of Practice and Implementation Plan</p>	<p><b>S3: Support and help drive the DA Legendairy campaign</b></p> <p>A1: Ensure the Legendairy campaign is featured in two major events each year</p> <p>A2: Initiate and drive requests to DA to support activities that would benefit from Legendairy message</p>	<p><b>S3: Communicate effectively</b></p> <p>A1: Maintain regular communication that delivers value to all Western Dairy members;</p> <p>A2: Maintain a current, detailed and attractive website</p>				