



Dairy  
Australia

## Your Levy at Work

### Western Dairy Regional Development Program

---

Annual Operating Plan 2015-16

Final

Prepared by: Esther Price

Version: 5

Last saved: June 10, 2015

## 1. Introduction

---

### 1.1 Purpose

The purpose of this document is to provide information about the actions planned by Western Dairy Regional Development Program for 2015-16 that support achievement of its strategic priorities and goals.

### 1.2 General Information

Western Dairy	
<b>Office</b>	Postal: PO Box 668, Denmark WA 6333 Street: 81 Rudgyard Place, HAY WA 6333 Tel: 0418 931 938
<b>Regional Manager</b>	Regional Manager: Esther Price <a href="mailto:esther@westerndairy.com.au">esther@westerndairy.com.au</a>
<b>Industry Development Specialist</b>	Rob La Grange <a href="mailto:rob@westerndairy.com.au">rob@westerndairy.com.au</a>
<b>Young Dairy Network Coordinator</b>	Jessica Andony <a href="mailto:jessica@westerndairy.com.au">jessica@westerndairy.com.au</a>
Board	
<b>Vic Rodwell</b> Chair	Boundary Road, Boyanup WA <a href="mailto:victor.rodwell@gmail.com">victor.rodwell@gmail.com</a>
<b>Oscar Negus Snr</b> Vice Chair	71 Armstrong Road, Tutunup WA 6280 <a href="mailto:negusent@activ8.net.au">negusent@activ8.net.au</a>
<b>Dale Hanks</b>	336 Government Road, Harvey WA 6220 <a href="mailto:dalehanks@taylynnfarms.com.au">dalehanks@taylynnfarms.com.au</a>
<b>Grant Evans</b>	417 Hairpin Road, Jindgong WA 6280 <a href="mailto:grantlaurenevans@bigpond.com">grantlaurenevans@bigpond.com</a>
<b>Brian Piesse</b>	45 Marshall Road Argyle 6239 <a href="mailto:brianp@odwc2c.com.au">brianp@odwc2c.com.au</a>

## 2. Strategic Direction

---

### 2.1 Charter and Vision

The Western Dairy Regional Development program's charter and vision was re-defined in 2014 as part of the industry's strategic planning. It was agreed by stakeholders that Western Dairy's 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.

Western Dairy's vision is that under this charter it will result in

- 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;
- An industry with capacity to overcome the impediments in the industry.

Western Dairy fully subscribes to the Australian dairy industry's whole-of-industry Sustainability Framework which aims to:

- Enhance livelihoods across the industry
- Improve community and animal wellbeing
- Reduce our environmental impact

### 2.2. Mission

Western Dairy will seek to achieve this vision 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.

## 2.3 The strategic environment that influences our priorities

Western Dairy's key stakeholders have agreed that the following influences and trends in the WA dairy industry help define our current strategic environment and therefore shape the priorities listed in 2.4

- Department of Agriculture and Food WA announcement that it is exiting RD&E in dairy with a staged exit commencing July 1, 2015;
- The development of an industry owned and managed RD&E hub, with an environment where dairy research, development and extension is directly reportable to Western Dairy;
- WA's research strength and capability is in the area of feedbase – and significant opportunities exist to drive productivity in WA through a greater understanding of more effective feedbase management strategies for WA conditions;
- Three WA dairy processors have joined with industry to form a WA dairy industry growth steering committee which sends a strong signal to farm sector that processors 'care' about growing the WA industry;
- An increased importance for quality Business and HR Management to facilitate improvements in farm productivity; a growing need for industry to be 'investor ready' in order to take advantage of investment opportunities and to be adaptive to industry volatility;
- Increased focus on environmental sustainability; and
- An absolute requirement to align the industry with community expectations.

## 2.4 Strategic Priorities for 2015-16

Against this background, Western Dairy has confirmed that there are six key strategic priority areas developed in the WA dairy industry's strategic plan (2014-2017).

	<b>Strategic Priorities</b>
1	To nurture and develop a culture where by farmers make decisions that are clearly linked to key profit drivers of the farm's business success in order to more effectively manage pricing volatility and to take advantage of growth and investment opportunities as they arise.
2	To earn a reputation whereby WA dairy farmers are recognised as being 'preferred employers' resulting in a greater capacity to attract, train, build capacity and retain quality staff who are proud of their career in the WA dairy industry.
3	To help WA dairy farmers develop the skills and attitude to optimise the productivity and efficient optimisation and utilisation of the feedbase system
4	To help WA dairy farmers develop the skills and attitude to optimise the environmental and economic efficiency of nutrient utilisation and application on farm.
5	To lead a whole-of-industry approach to earning a reputation where the community values the WA dairy industry and recognises it as an industry of best-practise animal and land managers
6	To maintain and grow Western Dairy's reputation as an effective, sustainable and professional organisation, with clear alignment and connectivity to Dairy Australia.

See section 4 for further details.

### 3. Resource Allocation for 2015-16

#### 3.1 Dairy Australia Funding Summary

Total Dairy Australia funds available 2015-16		\$230,000
Allocation of Dairy Australia funds:		
- Projects contracted		
- Projects submitted (Program conduct)		
- Projects under development		
Total		\$230,000
Balance		

#### 3.2 Alignment with Dairy Australia Programs\*

	Dairy Australia RDP Funds		Other Funds		Total Funds	
	\$	%	\$	%	\$	%
Program Conduct	\$168,000		\$40,000 (DID Day Sponsorship)		\$208,000	
Feedbase & Animal Nutrition	\$20,000		\$250,000 (DAFWA) \$25,000 (Rumen8)		\$295,000	
Resource Management (NRM)			\$11,000 \$10,000 \$35,000	Effluent Rev Fertsmart Irrigation S&O	\$56,000	
Farm Business Management & Extension/People			TBA Royalties for Regions		TBA	
Animal Performance						
People			\$230,000		\$230,000	
Other Programs	\$42,000		\$10,000 (Workforce Dev)		\$52,000	
Total	\$230,000		\$611,000 plus TBAs		\$841,000	Plus TBAs

\* DA programs are aligned to the priorities as determined by the Dairy Moving Forward project.

The above table is a summary of Program Conduct and large projects planned for 2015-16. Refer to attached Western Dairy budget spreadsheet for further details.

## 4. Strategic Priorities and Initiatives 2015-16

---

*All initiatives (projects and investments) should relate to, and produce results that relate to, the RDP's strategic priorities. Initiatives and outcomes should be detailed for each strategic priority area.*

- **Strategy** - a long term plan of action designed to achieve a particular outcome or address a particular issue; a broad statement of the approaches to accomplishing desired outcomes.
- **Initiatives** are the projects, services, products or other investments you put in place in order to achieve the desired outcomes.
- **Outcomes** are the changes, benefits or other results that happen as a result of your initiatives. For example, the measurable results or achievements of a program; how stakeholders are impacted, that is, different after the program. They should demonstrate alignment to strategic priorities.

*Details of small projects should also be included in this section. If additional small projects are initiated throughout the year, these should be included in subsequent revisions of the AOP.*

**Strategic Priority 1**

**Business Acumen:** To nurture and develop a culture where-by farmers make decisions that are clearly linked to key profit drivers of the farm’s business success in order to more effectively manage pricing volatility and to take advantage of growth and investment opportunities as they arise.

**2015-16 Direct investment:**

Initiatives	Expected Outcomes	Actual Outcomes <i>(to be completed/updated February 2016 and July 2016)</i>
<p><b>New Initiative for 2015-2016</b></p> <ul style="list-style-type: none"> <li>Development and Leadership of the <b>WA RD&amp;E Hub</b>, which is formed through the amalgamation of the existing contract and joint funding arrangements for the Dairy Industry Development Specialist, together with funds from the Feedbase business unit.</li> </ul>	<p>To improve the business and farm management skills and motivation of the WA dairy industry, by facilitating engagement in dairy training and extension, directly addressing such areas to seek improvements in Business and Human Resource management which will in turn help drive</p> <ul style="list-style-type: none"> <li>Better decisions in feedbase management that will result in productivity improvements;</li> <li>An increase in fertility traits of the WA dairy herd, and</li> <li>A more attuned approach to effluent and environmental management.</li> </ul> <p><b>Measure of Impact:</b> Stakeholder tracking will show the overall level of engagement between WA dairy farmers and the Dairy Industry Development Specialist (DIDS) and the members of the dairy RD&amp;E Hub. We aim to retain the level of engagement with WD at 85% or greater. However we note that engagement doesn’t necessarily translate to improved business skills. The outcomes of the Dairy Farm Monitor Project (see next section below) will help us measure the changes and improvements to business management in a sample of 20% of farm businesses.</p>	

**Strategic Priority 1**

**Business Acumen:** To nurture and develop a culture where-by farmers make decisions that are clearly linked to key profit drivers of the farm’s business success in order to more effectively manage pricing volatility and to take advantage of growth and investment opportunities as they arise.

**2015-16 Direct investment:**

Initiatives	Expected Outcomes	Actual Outcomes <i>(to be completed/updated February 2016 and July 2016)</i>
<ul style="list-style-type: none"> <li>Delivery of the Dairy Farm Monitor Project to a target of 30 farms</li> </ul>	<ul style="list-style-type: none"> <li>An engaged group of 30 farmers with an increased understanding of their farm performance, providing better quality data for inputting in FY 15 versus FY 14</li> <li>A greater depth of benchmarking data that will result in increased value for the forthcoming DairyBase self-paced benchmarking tool</li> </ul> <p><i>Measure of Impact:</i></p> <p><i>(a) The successful continuation of 30 farm businesses (20% of industry) participating in this project; and</i></p> <p><i>(b) Quality, validated data made available to DairyBase, as assessed by Dairybase project manager at Dairy Australia</i></p>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Design and development of a major project that provides coordinated and effective FBM intervention.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment with South West Development Commission services to fund the design of project;</li> <li>A viable project proposal that has capacity to draw on \$300,000 of State Government Royalty for Regions funds;</li> </ul> <p><i>Measure of Impact:</i></p> <p>This is an initiative that is about project development and so the measure of impact will simply be</p>	

**Strategic Priority 1**

**Business Acumen:** To nurture and develop a culture where-by farmers make decisions that are clearly linked to key profit drivers of the farm’s business success in order to more effectively manage pricing volatility and to take advantage of growth and investment opportunities as they arise.

**2015-16 Direct investment:**

Initiatives	Expected Outcomes	Actual Outcomes <i>(to be completed/updated February 2016 and July 2016)</i>
	<ul style="list-style-type: none"> <li>(a) weather or not the project proposal is funded out of the Royalties for Regions “Building Business Skills’ business case; and</li> <li>(b) the opportunity to build a stronger relationship between the Regional Development Australia/Development Commissions and the WA dairy industry.</li> </ul>	
<ul style="list-style-type: none"> <li>• Delivery of Finance 101; In Charge and Mark and Measure courses</li> </ul>	<ul style="list-style-type: none"> <li>• An uptake of DairyBase as a farm business management tool (aiming for 25 WA farm businesses on line using this tool in the first year);</li> <li>• Reach 33% of WA dairy farmers via a Farm Business interaction opportunity, that motivates them to instigate a business improvement practise in their farm office;</li> </ul>	
<ul style="list-style-type: none"> <li>• The Western Dairy Business Breakfast for bankers and service providers</li> </ul>	<ul style="list-style-type: none"> <li>• The dairy banking community is informed of the facts of current WA dairy farm business performance and margins so they are in a better position to provide financial support to WA dairy farm businesses seeking business support. <i>Measure of impact:</i></li> <li>(a) A target of 70 service providers attending the event with exit surveys confirming the information provided is of value and assists provide support to WA dairy farm businesses</li> </ul>	

## Strategic Priority 2

**Human Resource Management:** To earn a reputation whereby WA dairy farmers are recognised as being ‘preferred employers’ resulting in a greater capacity to attract, train, build capacity and retain quality staff who are proud of their career in the WA dairy industry.

### 2015-16 Direct investment:

Initiatives	Expected Outcomes	Actual Outcomes <i>(to be completed/updated February 2016 and July 2016)</i>
<ul style="list-style-type: none"> <li>Young Dairy Network WA program</li> </ul>	<ul style="list-style-type: none"> <li>A coordinated effort to bring young persons together and nurture their skills and ambitions in the dairy industry, at 3 discrete events per year.</li> <li>A growing database of participants in YDN activities</li> <li>Demonstrated engagement between YDNWA and other dairying regions</li> <li>A motivated and participating reference group offering quality mentoring and guidance to the YDN coordinator</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Communicate the benefit and usage of the ESKI to drive improved access to Human Resource management tools</li> </ul>	<ul style="list-style-type: none"> <li>Building on the Eski-open-ups of 2014/15 coordinate the delivery of an additional 15 one-on-one Eski open-ups to targeted dairy farms (those previously not participating in Eski activities).</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>\$7,500 investment in the coordination of Cows Create Careers;</li> </ul>	<ul style="list-style-type: none"> <li>Up to 8 schools in major WA dairying areas participating in activities that promote dairy as an industry and career of choice;</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Strategic personnel investment in the continued growth of the NCDE/GSIT</li> </ul>	<ul style="list-style-type: none"> <li>Continued growth in participation of dairy traineeships;</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

<p>relationship providing quality dairy training for WA dairy industry</p>	<ul style="list-style-type: none"> <li>An improved understanding of employer responsibilities in the commitment to the trainee program;</li> </ul> <p><i>Measures of Impact:</i></p> <p>(a) 12-15 trainees in the fy 15/16</p>	
<ul style="list-style-type: none"> <li>Cups on Cups Off course</li> </ul>	<ul style="list-style-type: none"> <li>A further 20 dairy farm workers trained in the basic skills to optimise milk quality via the milk harvesting system.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Delivery of the designated list of 'value add' training workshops for dairy trainees, made available to wider industry</li> </ul>	<ul style="list-style-type: none"> <li>Building the skills base of the WA dairy labour force, by offering to the industry (beyond those participating in a dairy traineeship) the capacity to undertake nationally accredited training.</li> </ul> <p><i>Measure of impact:</i></p> <p>(a) 20 WA dairy farm businesses accessing NCDEA training</p>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Appointment of external consultant to deliver 'interruptive' services to DID Day 2016 host farm to instigate Staff Management Overhaul.</li> </ul>	<ul style="list-style-type: none"> <li>A changed workplace culture evident on the host farm over a 12 month period;</li> <li>The capacity to report to DID Day 2016 crowd the changes planned and implemented and the outcomes received;</li> <li>A documented way forward to replicate the project over 25% of the WA industry</li> </ul>	

**Strategic Priority 3****Feedbase:**

To help WA dairy farmers develop the skills and attitude to optimise the productivity and efficient optimisation and utilisation of the feedbase system

**2015-16 Direct investment:**

<b>Initiatives</b>	<b>Expected Outcomes</b>	<b>Actual Outcomes</b> <i>(to be completed/updated February 2016 and July 2016)</i>
<ul style="list-style-type: none"> <li> <b>Development of the WA dairy industry RD&amp;E Hub</b>            The creation of this Feedbase focused Hub is a significant, positive step forward for dairy R, D and E in WA in what is otherwise a challenging time for the industry. It recognises the dairy industry's requirement for continued investment in quality, vibrant and relevant on-farm R, D and E in order to capture the economic growth opportunities available to the industry. It also recognises that the provision of adaptable, effective, targeted and well-resourced R, D and E can best be developed by a shift from government-managed R, D and E to a more industry-driven and, therefore, industry-owned model         </li> </ul>	<ul style="list-style-type: none"> <li>A culture of confidence and possibility evident in the WA dairy RD&amp;E network;</li> <li>A capacity to respond quickly to opportunity for projects as they come forward;</li> <li>A R&amp;D team that is effectively led and motivated to achieve, delivering quality and tangible outcomes for the feedbase initiative.</li> <li>Quality science project proposals developed by the team;</li> </ul>	
<ul style="list-style-type: none"> <li> <b>The development of the WA dairy RD&amp;E hub operational plan</b> </li> </ul>	<p>An effective operational plan delivered by October 30, 2015; matched by a researched and accurate budget</p>	

<ul style="list-style-type: none"> <li>• The FeedTrough: Production of 5 issues per year at an average cost of sourcing, writing, editing, printing and production of \$4000 per issue</li> </ul>	<ul style="list-style-type: none"> <li>• Use skilled leadership via a recognized agronomist with editing skills working in conjunction with the Dairy RD&amp;E HUB to integrate latest feedbase management techniques from all dairying states and dissemination of relevant information throughout WA dairy industry via five issues of The Feed Trough;</li> <li>• An engaged editorial committee providing quality input to content;</li> <li>• Demonstrated upskilling and professional development of Feedtrough editor</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Rumen8 Discussion Groups</b></li> </ul>	<ul style="list-style-type: none"> <li>• The development of 3-5 discussion groups with a nutrition training program, using Rumen8 as the key learning tool, to help embed nutrition principles into farm decision making.</li> <li>• Quantified improvements (measured via formal surveying) in feed budgeting and understanding of nutrition, leading to improved feed system margins;</li> </ul>	
<ul style="list-style-type: none"> <li>• Extending the findings of the potassium requirements for annual and Italian ryegrass following the completion of the research phase.</li> </ul>	<ul style="list-style-type: none"> <li>• Validated data extracted from a third year of trial work;</li> <li>• Compilation of recommendations from the Potassium trial at Vasse so that complex messages are simplified in a manner that can be communicated;</li> <li>• Design and facilitate a series of workshops and communiques that will inform dairy farmers about critical plant test levels for K for annual and Italian ryegrass rather than use the values based on perennial ryegrass recommendations and in so doing, increase the accuracy of recommendations from the Greener Pastures</li> </ul>	

	project. The objective is to empower farmers to adopt a more strategic use and application of Potassium.	
<ul style="list-style-type: none"> <li>• Feedbase element at Dairy Innovation Day 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce an 'external expert' to work with the host of the DID Day 2016 to plan and execute changes to farm practise in order to improve business margins and then showcase them at Innovation Day. The expected outcome is to clearly demonstrate the capacity of management change to improve business margin; with 80 farm businesses attending Innovation Day to appreciate the impact.</li> </ul>	

<b>Strategic Priority 4</b>		
<b>Nutrient Efficiency and responsibility:</b> To help WA dairy farmers develop the skills and attitude to optimise the environmental and economic efficiency of nutrient utilisation and application on farm		
<b>2015-16 Direct investment:</b>		
<b>Initiatives</b>	<b>Expected Outcomes</b>	<b>Actual Outcomes</b> <i>(to be completed/updated February 2016 and July 2016)</i>
<b>Ongoing Initiatives for 2015-16</b>		<i>Capture details of actions, activities and impact as these initiatives are delivered.</i>
<ul style="list-style-type: none"> <li>• Contracting of NRM Technical Specialist</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and technical support and facilitation with a special interest in carbon, energy, effluent and nutrients</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Strategic Priority 4**

**Nutrient Efficiency and responsibility:** To help WA dairy farmers develop the skills and attitude to optimise the environmental and economic efficiency of nutrient utilisation and application on farm

**2015-16 Direct investment:**

Initiatives	Expected Outcomes	Actual Outcomes <i>(to be completed/updated February 2016 and July 2016)</i>
<ul style="list-style-type: none"> <li>• Development of a greater understanding of the opportunities, costs and benefits of greater utilisation of dairy waste for compost production (\$50,892 x 3 years to 2017)</li> </ul>	<ul style="list-style-type: none"> <li>• A report providing preliminary guidance to the cost benefit of producing compost to a WA dairy system.</li> <li>• 50 Dairy farm businesses participating in field day discussions exploring the cost benefits of utilisation dairy waste for compost production</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Extension &amp; Outreach Project (2014-2017) plans to be developed include:               <ul style="list-style-type: none"> <li>○ Delivery of Fert\$mart workshops</li> <li>○ Precision Agriculture interface with dairy</li> <li>○ Preparing dairy business for climate change (2 case study farms in WA)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Project Plans developed and deliverers and participants selected for all E&amp;O activities</li> <li>• Delivery of 12 nutrient management plans to reduce nutrient loss off farm and improve fertiliser use in the south west dairy 'hot spot' areas;</li> <li>• Delivery of 1 precision ag information field day (March 2016)</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• A review of effluent systems funded by previous Western Dairy facilitated projects</li> </ul>	<ul style="list-style-type: none"> <li>• A report on the barriers to adoption of best practise effluent system management.</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

**Strategic Priority 5**

**Valued by community:** To lead a whole-of-industry approach to earning a reputation where the community values the WA dairy industry and recognises it as an industry of best-practise animal and land managers

**2015-16 investment:**

<b>Initiatives</b>	<b>Expected Outcomes</b>	<b>Actual Outcomes</b> <i>(to be completed/updated February 2016 and July 2016)</i>
<p><b>Continuing Initiatives for 2015-16</b></p> <ul style="list-style-type: none"><li>• Refinement of messaging and delivery strategy of the Animal Welfare Engagement Project, via focus groups and market testing;</li><li>• Formal release of the Engagement Strategy</li></ul>	<ul style="list-style-type: none"><li>• This project was originally intended for completion by June 30, 2013, however as project members developed this project, the scale and significance of the desired outcomes have expanded and the timelines altered in order to line up with the release of the national standards and guidelines of Animal Welfare. The ultimate timing of this work will be linked to those final dates. . It has become necessary to ‘focus test’ the content of the document and as a consequence, funds have now been re-allocated. The expected outcomes of the focus group testing are:<ul style="list-style-type: none"><li>○ Refinement of wording and key messaging (and possibly presentation) to optimise readability and uptake</li><li>○ Using the process of market and focus group testing to engage farmers who</li></ul></li></ul>	<p><i>Capture details of actions, activities and impact as these initiatives are delivered.</i></p>

	<p>may previously have been less likely to participate in the product launch</p> <ul style="list-style-type: none"> <li>• An industry-endorsed, user-friendly booklet that clearly highlights to all stakeholders the standards that the WA dairy industry expects its farmers to uphold</li> <li>• Demonstrate to special interest groups (RSPCA) that dairy is 'on the front foot' in relation to animal welfare</li> </ul>	
<ul style="list-style-type: none"> <li>• Industry Image: - Embedding the philosophies of developing a positive industry image in all activities undertaken by Western Dairy and the broader dairy industry, but to do this via activities that are specifically to drive awareness of the levy and to increase the understanding of the value it delivers.</li> <li>• Embedding of Legendairy activities throughout the WA dairy sector</li> </ul>	<ul style="list-style-type: none"> <li>• Effective Facilitation and promotion of the Legendairy Capital of WA project</li> <li>• Effective use and positioning of Legendairy Trailers</li> </ul>	
		<ul style="list-style-type: none"> <li>•</li> </ul>

**Strategic Priority 6**

**Quality Corporate Governance:** To maintain and grow Western Dairy's reputation as an effective, sustainable and professional organisation, with clear alignment and connectivity to Dairy Australia.

**2015-16 investment:**

<b>Initiatives</b>	<b>Expected Outcomes</b>	<b>Actual Outcomes</b> <i>(to be completed/updated February 2016 and July 2016)</i>
<p><b>Continuing Initiatives for 2015-16</b></p> <ul style="list-style-type: none"><li>• Director Training programs An initiative to provide governance and meeting management training to new and existing WD directors</li></ul>	<p>A Western Dairy board that has new and improved skills that will enhance the effectiveness of board meetings and broader industry leadership.</p> <p><i>Measure of impact</i></p> <p>(a) 2 board members participating in governance and meeting training</p>	<p><i>Capture details of actions, activities and impact as these initiatives are delivered.</i></p>

<ul style="list-style-type: none"><li>• Design and implement quality recruitment process to attract two new directors in 2015 with the capacity for and interest in assuming for board leadership positions</li></ul>	<p>A board recruitment program that attracts quality candidates for interview.</p>	<ul style="list-style-type: none"><li>•</li></ul>
---	--	---

## 5. Key Performance Indicators 201516

---

Key performance indicators are to be reported on by the end of November for the preceding year. The KPIs are to be completed using the KPI template provided by Dairy Australia.

# 6. Appendices

## 6.1 Funding Details

See attached Western Dairy budget spreadsheet for 2015-16.

## 6.2 RDP Reporting Cycle

