



LIVESTOCK
SA

STRATEGIC PLAN
2019 - 2023



Our Purpose

To foster a respected, sustainable and profitable livestock industry in South Australia.



Our Vision

To support a strong, sustainable, productive and profitable livestock sector in South Australia which is valued by the community and all levels of government.



Our Mission

To be a strong advocate for South Australian livestock producers.



Our Values

- Vigorous representation for the South Australian livestock industry
- Providing a respected voice for industry and members
- Accountable and trustworthy
- Members have a focus on ethical and sustainable practice
- Passion for the livestock industry





Who we are

Livestock SA is a not-for-profit organisation representing beef cattle, sheep and goat producers in South Australia.

Livestock SA is a voice for all producers on all livestock-related issues, working to inform government, business and the wider community on the contribution of livestock producers to the food and fibre industries.

It is one of a number of autonomous commodity groups in South Australia which focus on the needs of their members. Livestock SA is a member of Primary Producers SA and works with other commodity groups on issues affecting all farmers, such as transport and natural resources management.

Livestock SA has representatives nationally, is the South Australian member of Sheep Producers Australia, WoolProducers Australia, Cattle Council of Australia, Goat Industry Council of Australia and the South East Australian Livestock Exporters Association.

Advocacy and industry assistance through Livestock SA is funded from producer levies on sheep and cattle. The money is collected through the SA Sheep and Cattle Industry Funds under SA Government legislation. Livestock SA's share of the levy is currently about 5 cents a head for every sheep transaction and about 27 cents a head for cattle.





President's Message

*Joe Keynes,
Livestock SA President*



The Livestock SA Strategic Plan 2019-2023 is a plan to ensure South Australian livestock producers have leadership and a respected voice on all issues.

Our vision is to support a strong, viable, productive and profitable livestock sector in South Australia which is valued by the community and all levels of government.

In the past decade our sheep, beef and goat industries have had very high growth when compared to other agricultural commodities. As an industry, it is important that during these times of positive growth that we continue to develop and expand to ensure continued industry success.

The development of the Livestock SA Strategic Plan has been led by members, with support from Livestock SA Board Members and staff. The directions and strategy detailed have been informed through extensive consultation.

Livestock SA has played a critical service to members since it was founded in 2013 after the South Australian Farmers Federation (SAFF) was disbanded, advocating on behalf of the livestock industry.

The organisation is the key voice of livestock producers across SA, engaging with Federal and State Government representatives and Ministers, as well as national and State industry bodies to advocate on a very wide range of issues which affect the State's livestock industry.

The organisation has also played a key role in industry development and helped to initiate the development of the SA Sheep and Beef Industry Blueprints, as well as being involved in the development of One Biosecurity and the recently announced rebuilding of the SA Dog Fence.

Livestock SA also works to support industry through hardship, in times of drought and financial downturns. In the past 12 months, this has been particularly important with many producers across the state being affected by a lack of rainfall.

Livestock SA have regular input into national issues which affect SA producers such as the Australian Wool Innovation (AWI) Review of Performance (ROP), the establishment of Sheep Producers Australia (SPA), the Red Meat Advisory Committee (RMAC) review and the Australian Competition and Consumer Commission's (ACCC) inquiries into the sale of Ruralco to Landmark.

While we work with national bodies, local issues remain our key priority.

Livestock SA currently boast in excess of 3500 members who altogether manage an estimated 95 per cent of livestock within this state. Our strong membership base ensures we can provide a strong united voice on behalf of the livestock industry.

The organisation works effectively and efficiently, governed by a board of passionate producers and served by a small, dedicated staff who produce outstanding results on behalf of industry. Livestock SA provides trusted leadership and a respected voice for our membership and the wider community.

By attending to the priority areas in this plan and never losing sight of our mission, Livestock SA will continue to be a unifying voice to its members, governments and the community at large.

Implementation of the Strategy will only be successful with a collaborative effort from all stakeholders. I invite you to familiarise yourself with the strategy and participate in pursuing sustainable industry growth.

On behalf of Livestock SA, I look forward to working with you to achieve our targets to 2023 and beyond.

Foreword

*Andrew Curtis,
Livestock SA Chief Executive Officer*



The Livestock SA Strategic Plan 2019-2023 reflects the needs of Livestock SA and its members.

Animal welfare, land and boundary disputes, biosecurity, the right to farm, industry confidence, supply and price of water, social licence and regulatory intrusion are all issues for livestock producers in SA. Livestock SA is a voice for producers on all livestock-related issues, working to inform government, businesses and the wider community on the contribution of livestock producers to the food and fibre industries.

Our Strategic Plan for 2019-2023 has been developed using contributions from the Livestock SA members via our comprehensive Livestock SA 2018 Livestock Producer Priorities Survey in 2018 and with direct input from board members.

Guided by our knowledgeable staff, this plan has used feedback from members and stakeholders to build upon our strengths and address our weaknesses, as we work to realise our potential.

A number of action plans will emerge from our five key areas as outlined below. Guided by this document, our staff will develop and implement an Annual Business Plan detailing specific activities and targets, along with the necessary metrics to measure Livestock SA's progress. The organisation will continually assess the effectiveness of actions against these goals, and will be accountable to members by providing regular updates on progress attained.

Five key areas have been identified as priorities for Livestock SA.

- Membership
- Advocacy and Policy Development
- Industry Development
- Communications
- Finance and governance

These key priority areas will guide Livestock SA as it works to continually build and grow its current status as the key representative body for livestock producers in South Australia. The business environment of livestock producers is more complex now than ever before and keeping members engaged in the industry as a whole is one of the challenges that faces Livestock SA.

As a relatively small organisation Livestock SA punches above its weight at a state and national level, maintaining a strong presence in the eyes of government. Livestock SA is the pre-eminent representative organisation for the state's livestock sector. These five key priority areas will form the core of Livestock SA's activities during the next four years. While other challenges and issues may arise, the plan will help to ensure that the organisation maintains a focus on growth and development.



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Membership

Livestock SA is a representative body, formed to serve our members.

Currently, we have more than 3500 members who represent more than 95 per cent of livestock production across the state. As part of the strategic plan, the organisation aims to continue to grow its membership base.

Strategies

Livestock SA will focus on membership growth and engagement through activities such as:

- Each Board member attends one event in a board capacity
- Eleven newsletters per annum
- Regular updates provided to members on issues considered relevant to members and industry
- An active presence on social media
- Media releases

Regional engagement strategy including linkage with RDAs, District Councils and Ag Bureaux

Member Services continue to expand

Member benefits will be increased

Industry funds will be administered by industry

Member satisfaction surveys to be completed and feedback considered and implemented

Outcomes

Ensuring the effective delivery of useful, current and timely information through Livestock SA's communication channels. This information will reflect the local, national and global environment.

Improved communication to members which is tangible and measurable

Creation of Livestock SA linked discounts, subscriptions and benefits Maintain and build upon Livestock SA's strong advocacy capacity

Have available a list of organisations and service providers who can quickly and effectively meet the needs of Livestock SA members as needed

Continue to deliver effective services for Livestock SA members

Delivery of services and projects aligned to SA Sheep and Beef Industry Blueprint

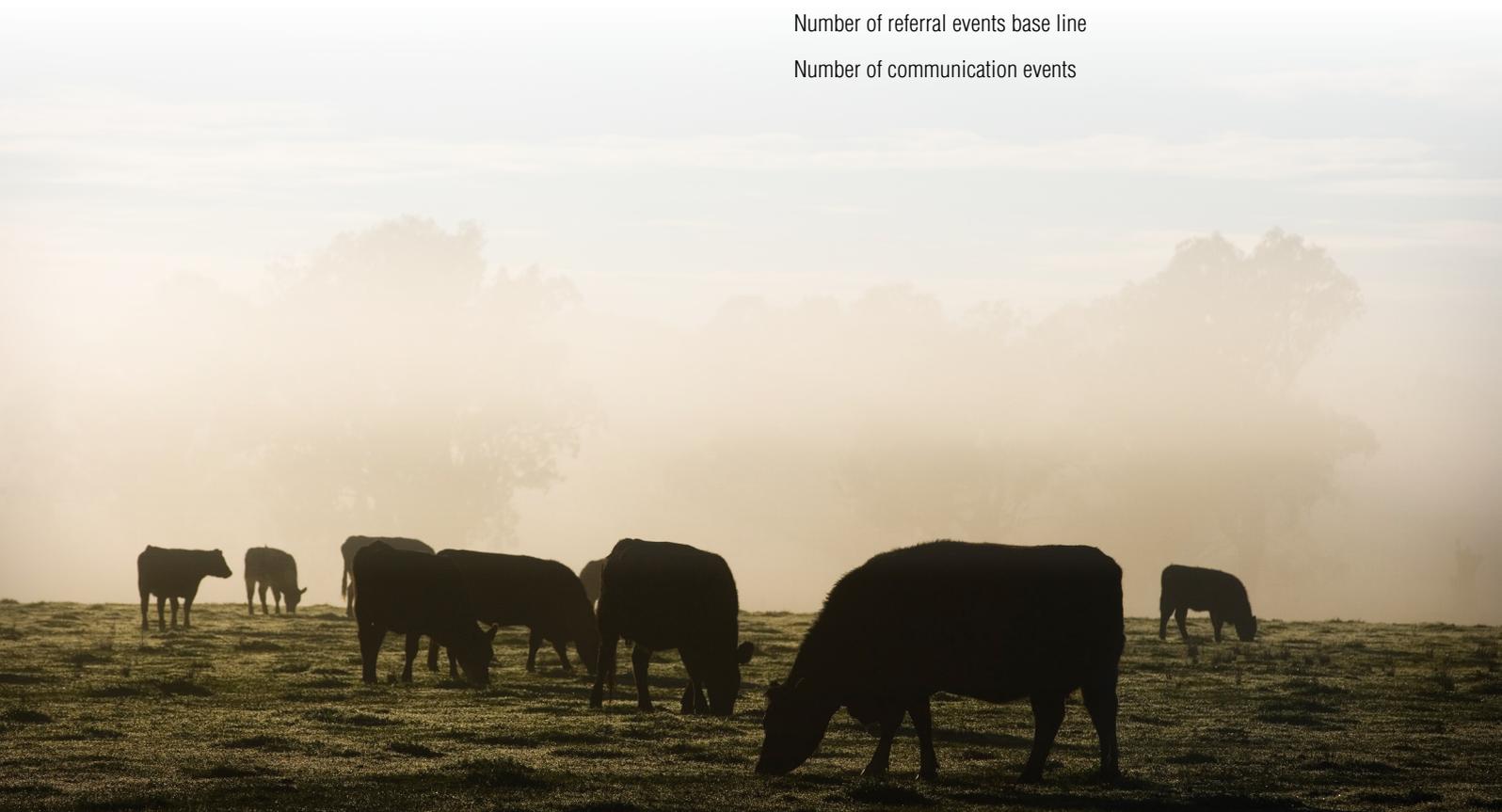
Indicators of Success:

Membership numbers – 5% increase

Number of discount arrangements

Number of referral events base line

Number of communication events



Advocacy and Policy Development

For Livestock SA to maintain its position at the forefront of public and private sector policy, it must implement a strategy that reflects an attitude of being in the right place at the right time with the right message.

Doing this will ensure the organisation is able to anticipate issues before they arise and be able to respond to them in a timely and effective manner.

Strategies

- Members to be consulted regularly to provide feedback on current and emerging issues
- Close relationships to be maintained with Government at all levels
- Improve Peak Industry Council relationships
- External agencies to be spoken to and listened to for current and emerging issues
- Industry contacts to be established and maintained
- Public statements and public sentiment to be monitored



Outcomes

- Successful application of the Communications strategy to inform members of the activity of the organisation
- Continued representation in writing and by other means to Departments and Ministers both formally and informally
- Ongoing development with other relevant organisations building contacts and networks to the advantage of Livestock SA
- Increase in the quantity and quality of contacts within the industry, particularly with members and down chain participants in the animal products supply chain
- Growth in the public confidence of the livestock producer as being an ethical and conscientious producer of animal products

Indicators of Success:

- Qualitative feedback from members
- The number of lobbying events – Board and staff
- Number of contacts created/added to
- Growth in the size of the overall network
- Qualitative feedback from public

Industry Development

Both the delivery of services and advocacy on behalf of industry will support the development of the livestock industry.

Equally a focus on industry development will deliver productive, profitable and resilient businesses.

Strategies

Support the implementation of the SA Beef Industry Blueprint

Support the review and further implementation of the SA Sheep Industry Blueprint

Support the effective operations of the Cattle Industry Fund

Support the effective operations of the Sheep Industry Fund

Facilitate Meat & Livestock Australia, Australian Wool Innovations and Animal Health Australia investment in SA livestock Industry development

Facilitate state and federal government investment in SA livestock industry development

Outcomes

Judicious, efficient and strategic investment of industry funds in industry development programs

Government and industry value chain partnerships delivering industry development

Indicators of Success:

Industry investment in Beef Industry Blueprint projects and investments

Industry investment in Sheep Industry Blueprint projects and investments

Administration of the Cattle Industry Fund

Administration of the Sheep Industry Fund

Industry growth





Communication

It is critical the work undertaken by Livestock SA to pursue these key outcomes is communicated effectively to key stakeholders via a variety of mediums to engage at various levels.

Communication 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 Livestock SA.

Strategies

Members' communication strategy to be supported by:

- At least one organised event per board member
- Eleven newsletters
- Regular updates

Building on media relations by contact and attendance at media events

Website maintenance and review

Social media maintenance

Continued contact with political leaders

Outcomes

Website reviewed and current

The regular issue of Newsletter, monthly, including matters of local, national and international relevance

The issue of specific advices to members when required

Regular and effective contact with Political Leaders, Senior Management in industry 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. Improve the Social Licence of the Industry

Media monitored for a fall in adverse media comment

Indicators of Success:

Website update complete by end May 2020

Number of newsletters

Number of specific advices issued Number of external contacts Number of press releases issued

Number of responses to adverse events

Qualitative feedback to board members

Finance and Governance

As a relatively small organisation Livestock SA faces the challenges of making every dollar work toward achieving the goals of the organisation.

As with any organisation income will be a challenge and the management of that money must be conducted in such a fashion as to reflect the highest standards of probity.

Strategies

Grant opportunities to be explored and reported on

Membership opportunities to be explored as a potential source of income

Effective probity and accounting system to be maintained and reported on quarterly

Develop an MOU with SADA regarding service delivery

Continued development of governance and administration

Succession planning

Outcomes

Grant opportunities to be identified and applied for when appropriate

Accounting system to be reported on quarterly

Expansion of Associate membership category explored

Organisational reserves strengthened to ensure stability of organisation in the long term

Diversification of Income streams to allow for growth

A successful MOU and joint activities with SADA

Indicators of Success:

Increased income

Increased grant activity

Establishment of Membership offering

MOU created and signed







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