



# Australian Dairy Farmers Limited (ADF)

## **Strategic Plan 2012 - 2017**

*Your voice, Our future*

Last updated: April 2015



## FOREWORD

The Australian dairy industry is facing a challenging future, with a low retail milk price, and water and animal welfare issues just some of the difficulties affecting our nation's dairy farmers.

With these issues in mind, it's critical we understand our place within Australia's wider agricultural sector and develop a vision that outlines, in clear and measurable terms, the role we will play in Australia's future.

This vision must drive the approach we take to working with government, industry, consumers and state dairy organisations.

The dairy industry has a unique value chain comprising a number of different groups; we have dairy farmers, manufacturers, service providers and industry analysts to name just a few. Due to the challenges our current value chain presents, it continues to be an area of focus and debate.

In developing the Australian Dairy Farmers strategic plan, our objective is to work towards a sustainable, innovative, competitive and valued dairy industry, and improve the profitability and sustainability of all Australian dairy farms.

## ADF BOARD



Noel Campbell  
President



Dr Anne Astin



David Basham



Simone Jolliffe



Tyran Jones



Dr Clive Noble  
Interim CEO

## ADF NATIONAL COUNCIL



Noel Campbell  
Chair



David Basham  
South Australia



Roma Britnell  
Western Victoria



Daryl Hoey  
Northern Victoria



Adam Jenkins  
Western Victoria



John Keely  
Northern Victoria



Andrew Lester  
Tasmania



Robert McIntosh  
New South Wales



Michael Partridge  
Western Australia



Gavin Robb  
New South Wales



Brian Tessmann  
Queensland



John Verstedden  
Eastern Victoria

*Your voice, Our future*



## **INTRODUCTION**

The purpose of the Australian Dairy Farmers (ADF) Strategic Plan (2012 - 2017) is to provide the dairy industry with a clear view of the ADF vision, mission and approach to meeting the needs of the dairy industry.

## **CORPORATE PROFILE**

ADF is a not-for-profit organisation representing the interests of Australian dairy farmers. We are a strong collective voice to Government and the community on national issues affecting dairy farmers and dairy farm profitability.

Originally established as the Australian Dairy Farmers Federation (ADFF) in 1942 as an unincorporated association, ADFF was incorporated in 1993 as a company limited by guarantee. ADFF's name was changed to Australian Dairy Farmers Ltd to reflect its changed business structure.

ADF also provides the secretariat and policy work for the Australian Dairy Industry Council (ADIC).

## **GOVERNANCE AND MEMBERSHIP**

The ADF board provides strategic guidance to management and oversees the activities of ADF. The role of the ADF National Council is to advise the Board on issues of importance to dairy farmers develop ADF policy positions and provide input to the ADF Strategic Plan.

ADF state members are the presidents of each of the state dairy farmer organisations.

Business members are farmers who as members of their state dairy farming organisation are eligible to become members of ADF.

*Your voice, Our future*



## OUR VISION

- A sustainable, innovative, competitive and valued dairy industry.

## OUR MISSION

- To improve the profitability and sustainability of all Australian dairy farms.

## OUR STRATEGIC GOALS

The Australian Dairy Farmers Strategic Plan assists the Executive and staff to focus efforts and resources, and implement actions in five key areas:

- Drive sustainable farm profitability
- Secure market access and maximise value chain returns
- Develop people and build human capacity
- Effective communication and engagement
- Deliver member value and organisational capacity

*Your voice, Our future*



## PORTFOLIOS

Policy Advisory Groups (PAGs) assist the Board, National Council, CEO and management with the development of strategies and initiatives to support ADF's policy, advocacy and representation.

Farming Systems & Herd Improvement	Natural Resources	Animal Health & Welfare	Markets, Trade & Value Chain	People & Human Capacity
<ul style="list-style-type: none"> <li>• <i>National R,D and E strategy and priority setting including "Dairy Moving Forward"</i></li> <li>• <i>Farm productivity and innovation through R,D and E investment</i></li> <li>• <i>Farm profitability</i></li> <li>• <i>Farming practice and business management</i></li> <li>• <i>Herd improvement strategy including genetics, data and marketing</i></li> <li>• <i>Biotechnology &amp; GM delivery to farm</i></li> <li>• <i>Australian Dairy Herd Improvement Scheme (ADHIS)</i></li> <li>• <i>Dairy Futures Co-operative Research Centre</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Water</i></li> <li>• <i>Climate change and emissions reduction</i></li> <li>• <i>Nutrient management</i></li> <li>• <i>Drought</i></li> <li>• <i>Tools for response to natural resources</i></li> <li>• <i>Energy use and efficiency</i></li> <li>• <i>Energy development including coal seam gas</i></li> <li>• <i>Inform industry R,D and E priorities</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Viable food safety &amp; quality assurance systems</i></li> <li>• <i>Promoting responsible practices and industry integrity</i></li> <li>• <i>Emergency animal disease response preparedness</i></li> <li>• <i>Animal health system capability</i></li> <li>• <i>Disease programs &amp; management</i></li> <li>• <i>Animal welfare standards and guidelines</i></li> <li>• <i>Quarantine &amp; biosecurity oversight</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Profitable farms and value chain</i></li> <li>• <i>Market insights</i></li> <li>• <i>Enhanced collective bargaining</i></li> <li>• <i>Importance of dairy products for health &amp; nutrition</i></li> <li>• <i>Sustainable farm input costs and production systems</i></li> <li>• <i>Advocacy at national and international levels for open and competitive market access</i></li> <li>• <i>Food safety</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>People development priorities for industry investment (Dairy Australia)</i></li> <li>• <i>National Centre for Dairy Education Australia oversight &amp; support</i></li> <li>• <i>Leadership development strategy</i></li> <li>• <i>Extension strategy</i></li> <li>• <i>Education</i></li> <li>• <i>Employment</i></li> <li>• <i>Regional Development Plan engagement</i></li> <li>• <i>Workforce development</i></li> <li>• <i>Health, safety and wellbeing</i></li> </ul>

*Your voice, Our future*



## STRATEGIC GOAL 1 - DRIVE SUSTAINABLE FARM PROFITABILITY

### Objectives

1. Dairy farmers and the wider dairy industry invest in the R, D and E required to meet future dairy industry needs and drive on farm profit
2. Dairy farmers adopt best practice methods in farm business management as well as natural resource and environmental management practice
3. Dairy farmers adopt best practice methods with regard to the use of new techniques and technologies
4. Dairy farmers implement sound animal health practices and national animal welfare standards to manage industry, community and government expectations

### Approach

- Support the development of more productive, profitable, robust and adaptable farming systems through R,D and E, and innovation
- Implement and support the industry's Sustainability Framework
- Drive policy and support initiatives which improve the use of natural resources in productive farming systems
- Support the development and promotion of tools and models to attract investment and assist farmers to improve profitability
- Maximise opportunities for profit through world-leading genetic improvements
- Enhance animal health and welfare through national science based standards and guidelines and educate community on these standards.

### Results

- Dairy farmers can run profitable dairy businesses through the adoption of world class technology and tools
- Dairy farmers have secure and sustainable access to natural resources
- Dairy farmers' confidence to invest in dairy farm assets increases
- Dairy Farmers have trust and understanding in the industry's proactive care of animals and the stewardship of natural resources
- Dairy farmers maximise their profit through a vibrant herd improvement industry offering effective and highly valued services

*Your voice, Our future*



## STRATEGIC GOAL 2 – SECURE MARKET ACCESS AND MAXIMISE VALUE CHAIN RETURNS

### Objectives

1. Dairy industry introduces policies and lobbies government to influence international and domestic market trade conditions and security
2. Dairy industry successfully lobbies government on collective bargaining and other measures that balance market power
3. Dairy farmers operate/maintain quality assurance systems, and animal health and welfare practices, that enable and enhance social license to operate

### Approach

- Support programs, systems and practices which promote and protect the value of the industry and its products
- Support initiatives which enhance the creation of value for farmers across the supply chain
- Influence market trading conditions for dairy farmers to improve farm gate profitability
- Participate in trade development to promote fair, open, transparent and contestable markets

### Results

- Farmers have the confidence to invest in industry assets and infrastructure
- Australian and overseas consumers have confidence in quality dairy products and practices
- Australia can trade in its markets of choice, where trade is fair, open and contestable
- Globally competitive food safety and quality systems and reputation
- Processors' milk pricing systems reflect returns from the market place with respect to seasonal payment structures



## STRATEGIC GOAL 3 - DEVELOP PEOPLE AND BUILD HUMAN CAPACITY

### Objectives

1. Dairy Industry has the human capacity to meet its business needs now and in the future
2. Dairy has a culture that is innovative, leadership driven and can adapt to change
3. Dairy is understood and recognised as a professional, diverse and responsible industry

### Approach

- Support the development and maintenance of effective leadership, dairy industry education and professional development programs
- Support activities to promote dairy industry participation, improve industrial relations and address workforce and skills shortages
- Support pathways for learning, individual career, business development and prosperity
- Support the promotion of occupational health and safety and wellbeing in the dairy industry

### Results

- Talent is attracted to, developed and retained by the dairy industry
- Industry, government and the community have a positive image of dairy people as professional, credible and responsible
- Government assistance with pathways to success (including policy, regulatory, financial, program, education, wellbeing and social support)



## STRATEGIC GOAL 4 – EFFECTIVE COMMUNICATION AND ENGAGEMENT

### Objective(s)

1. A broad-reaching engagement program (focusing on farmers, industry and government) that increases the profile of the dairy industry, ADFs achievements, and works to influence community perception, business support for the dairy industry, the retail and regulatory environment and government policy direction

### Approach

- Consult state organisations, the Australian Dairy Industry Council (ADIC), the Australian Dairy Products Federation (ADPF), The Australian Dairy Herd Improvement Scheme (ADHIS) and Dairy Australia, and wider stakeholder groups on state of dairy industry (current issues and opportunities)
- Collaborate with dairy partners on future-shaping agendas for the dairy industry
- Communication that is targeted for the issue and the audience
- Support the implementation of the Australian dairy vision
- Support the development of a shared vision for the industry's future and communicate this effectively
- Support industry initiatives to positively influence consumer perception of the dairy industry
- Support programs, systems and practices which promote and protect the value of the industry and its products

### Results

- ADF and the ADIC are recognised as the national voice for dairy
- Government, the industry and community value the industry for its economic, health and social contribution to local communities and Australia
- Effective engagement with ADF state members

*Your voice, Our future*



## STRATEGIC GOAL 5 – DELIVER MEMBER VALUE AND ORGANISATIONAL CAPACITY

### Objectives

1. An effective and efficient ADF organization
2. Risks to ADF business are understood and managed, and robust governance systems are in place

### Approach

- ADF's strategic plan is developed, understood and endorsed by Board, National Councillors, state dairy farmer organisations and staff
- ADF continues to identify organisational and operational risks and manage compliance with legal and business standards
- ADF has effective evaluation and reporting systems in place

### Results

- ADF is a sustainable organisation that delivers value to members
- ADF has the capability in its Board, National Council, PAGs, staff, and systems to achieve its strategy
- All dairy states are represented as ADF state members



## THE DAIRY INDUSTRY STRUCTURE

Australian Dairy Farmers is supported by its State Dairy Farmer Organisation members, which include:

- NSW Farmers' Association (NSWF);
- Queensland Dairyfarmers' Organisation (QDO);
- South Australian Dairyfarmers Association (SADA);
- Tasmanian Farmers & Graziers Association (TFGA);
- Victorian Farmers Federation (VFF), (United Dairyfarmers of Victoria UDV);
- WA Farmers' Federation (WAF).

With the Australian Dairy Products Federation (ADPF), we form the Australian Dairy Industry Council (ADIC), the industry's peak advocacy body.

The Australian Dairy Herd Improvement Scheme (ADHIS) is a subsidiary of ADF that provides a genetic evaluation service for the dairy industry.

Dairy Australia is the national dairy industry service body and presides over research, development and extension, and industry services. Dairy Australia provides the dairy industry with strong, dairy specific technical support, expertise and analysis. ADF works closely with Dairy Australia to target investment of Dairy Service Levy payments to maximise value to farmers.

ADF is a member of the National Farmers' Federation (NFF) which is the peak national body representing farmers and, more broadly, agriculture across Australia. The NFF is one of Australia's foremost, respected advocacy organisations.

ADF works closely with our international partners, the International Dairy Federation (IDF) and, through NFF, the World Farmers' Organisation (WFO). The IDF represent the global dairy sector, ensuring the best scientific expertise is used to support high quality milk. The WFO is an advocacy body representing farmers globally across all agricultural sectors.

ADF is also a member of Animal Health Australia (AHA), a not for profit company involving the Australian Government, state and territory governments and national livestock industries. The company strives to maintain a robust national animal health system. AHA facilitates partnerships between industry and government members to address specific animal health and welfare issues and ensure an effective national emergency animal disease response capability.

