



Business Plan

This is the Business Plan for Livestock SA as at 1 January 2014. As this is meant as a 'living' document, it is planned at this stage to continually revise the Plan. As part of this process comments are welcomed and should be forwarded to Deane Crabb, CEO (dcrabb@livestocksa.org.au).

Vision

Livestock SA has a vision for a strong, viable, productive and profitable livestock production sector in South Australia which is valued by the community and all levels of government.

The Need

- Livestock production is severely under-valued in South Australia. The importance of livestock to the State needs to be continually marketed to the State Government, industry, the community, the media and future potential participants.
- Government also needs an effective organisation representing livestock producers to work with to ensure regulatory change does not have consequences which are unintended. To ensure practical viable direction for industry, it is necessary to work pro-actively with all levels of Government/industry and the bureaucracy
- Unity is strength – livestock producers need and deserve a strong united voice to communicate their needs, aspirations and wishes to government, industry and the general community.

Livestock SA Charter

- Livestock SA is the peak organisation representing beef cattle, sheep and goat producers in South Australia.
- It is the voice for these livestock producers on all livestock-related issues, and will inform government, industry and community on the contribution this sector provides for all involved in the production of food and fibre from livestock husbandry.
- Livestock SA will be the forum to consider how livestock issues should be resolved, what is needed to allow livestock production to prosper, and ensure government and the community are clear on livestock producers views.
- Livestock SA will support Primary Producers SA as the State peak organisation for all primary producers, but will not interfere in the operations or decision-making on issues unique to other industries.
- Livestock SA will promote primary production as the State's premier industry which is in-line with the South Australian Government 'Seven Priorities for South Australia's

Future’ – Primary production is pivotal in the development of South Australia, vital to the State’s current economy and our rural communities, and a huge part of South Australia’s future.

- Livestock SA will be pro-active in seizing the initiative in working with government, business and the community to ensure the contribution of livestock production is understood, protected, encouraged, appreciated and most of all is profitable.

Objectives

The objectives of Livestock SA shall be to represent and promote the interests of beef cattle, sheep and goat producers, by:

(1) Working to maintain and expand sustainable and profitable livestock production in SA

This is fundamental to the industry. While profitability is critical, it is also necessary to have the approval of the community and consumers to operate effectively, given the concerns about animal welfare, environmental sustainability and food safety.

(2) Performing the role of a representative body for the beef cattle, sheep and goat industries in SA

With the changing of primary producer representation models from the South Australian Farmers Federation to Primary Producers South Australia, the beef cattle, sheep and goat industries were left without a “voice” to represents their collective and individual interests.

(3) Developing and advocating industry policy to government and other relevant bodies

As community concerns arise and government regulations are developed the industry needs a coherent and well-informed policy. It is also necessary to anticipate issues and to develop policies.

(4) Collaborating with Primary Producers SA

Livestock SA has agreed in principle to work with PPSA on cross-commodity issues that affect all or parts of primary production in this State.

(5) Affiliating with relevant industry organisations as deemed appropriate

At the State level, Livestock SA has representatives on the SA Cattle, Sheep and Goat Advisory Groups. At the national level, Livestock SA is the South Australian member of the Cattle Council of Australia, Sheepmeat Council of Australia, WoolProducers Australia, Goat Industry Council of Australia and the South East Australian Livestock Exporters Association.

(6) Keeping members abreast of legislative change or pending legislative change in any matter that may affect the beef cattle, sheep and goat industries

Livestock SA will maintain a watching brief on government regulation that affects the operating environment, consulting with members to ensure the best outcome for industry.

(7) Liaising with the media on behalf of the beef cattle, sheep and goat industries

Maintaining an open and accessible presence in the media is part of the public’s expectation of industry. Being able to respond professionally and in an informed manner is critical in the response to adverse press, whether truthful or vexatious.

Increased use of social media and activism by minorities requires the need for a timely and coordinated response capacity. Livestock SA will coordinate with Primary Producers SA in the first instance.

(8) Facilitating the sharing of information and provide network opportunities for members

Producers today are increasingly embedded in the operation of their enterprises and are time-poor. Livestock SA will endeavour to ensure effective communication and sharing of views between members by holding timely meetings on key issues and use of electronic media to keep members abreast of issues.

(9) Identifying research, development and extension (RD&E) needs and priorities, and supporting and fostering research, development and extension including liaison with relevant funding agencies

Livestock SA will provide a “grass-roots” consultative process that enables concerns which arise to be discussed and advocated as agreed to address gaps and unresolved needs that have been identified but not covered at either a national or State level.

(10) Promoting the adoption of proven technology and production methods

This will include promoting and conducting education, exhibitions and training programs for members. Improving industry skills at all levels is a constant need of industry.

(11) Identifying and supporting the development of future industry leaders

Industries will require effective leaders whatever their future structure and with enterprise consolidation this is a key challenge for the beef cattle, sheep and goat industries. Livestock SA will seek broad participation in industry matters, thereby underpinning involvement of potential future leaders.

Livestock SA Purposes

- To vigorously represent the interests and concerns of livestock producers to the South Australian Government and Community.
- To have one voice to Government and the Community on issues affecting livestock producers in South Australia.
- Provide a “one stop shop” for Government to work with livestock producers on ensuring legislation and regulation work for the benefit of the sector.
- Livestock SA will identify the cross sector issues and be pro-active in taking up these issues in a constructive manner with PPSA.
- Promote livestock production, the contributions and achievements, and ensure the importance of livestock production is acknowledged and appreciated.
- Livestock SA will assist, where possible, all stakeholders in the supply chain where it ultimately benefits beef cattle, sheep and goat producers.

Working Together with PPSA

There are many advantages in Livestock SA being a member of PPSA:

- A united voice to government is vital on the broader issues. Unity is strength, and government is far more likely to respect, work with and respond when primary producers are united.
- Working together will identify many synergies, encourage resource and intelligence sharing and promote debate to find consensus on many issues.
- Livestock production has been under-valued in the South Australian economy. Working together to promote this sector is vital for the State's economy in the value of exports but also in relation to both city and rural employment.

Issues for Livestock SA

- Livestock SA will deal with issues which affect individual or all livestock sectors, as requested by beef cattle, sheep and goat sector members.
- Livestock SA will not interfere in issues which are not livestock-related issues.
- Issues will be discussed by the Livestock SA Board in an attempt to find consensus, and practical solutions. It is acknowledged that there will be some issues where consensus is not reached. Livestock SA will not lock any livestock sector group in on an issue, and will respect and acknowledge a difference of view on a particular issue.

How success will be measured

Livestock SA will consider it is being successful when:

1. A majority of beef cattle, sheep and goat producers in SA acknowledge and appreciate their membership of Livestock SA
2. Livestock SA is consulted regularly on relevant issues, and seen by primary producers and the media as a valuable advocate for the livestock industry in SA
3. Government policy more strongly aligned to the needs of livestock producers
4. There are examples of reductions in the regulatory burden on livestock producers
5. Greater investment by government in research and market development
6. Livestock production is promoted and increasingly seen as a viable and attractive career choice for young people with all levels of education being involved, and universities given support maintaining and developing new and innovative courses in animal production and animal welfare.

Financial Plan

- The funding for Livestock SA will come from the commodities members produce via the Primary Industry Funding Scheme. This will need to be negotiated with State Government and industry representatives (SASAG, SACAG, and SAGAG).
- The Livestock SA Board will accumulate, control and manage the funds of Livestock SA.
- Livestock SA will have a financial plan to deliver its priorities and call on the resources of the livestock groups through ethical sponsorships, commercial deals and other income opportunities.

The proposed initial expenditure budget is shown in Appendix 1. To fund this budget, applications were made to the SA Sheep and Cattle Advisory Groups for funding from the SA Sheep and Cattle Industry Funds.

Communication Plan

- Livestock SA will endeavour to use the very latest communication tools including social media to survey, inform and distribute the latest developments in the livestock industry to all livestock producers.

Relationships

- Livestock SA will be the voice of all livestock producers in South Australia. It will need very close relationships with producers at a local level with regular regional meetings.
- PPSA/Livestock SA will appoint representatives for Government or other boards or committees as requested - in consultation where applicable with the relevant livestock sectors and/or put forward nominations for the Minister to appoint as appropriate.

Initial first steps

In getting established, the first priorities are:

- To establish Livestock SA as an organisation and with an office
- To obtain funding
- To begin a membership drive
- To join or provide representation to appropriate organisations
- To begin networking
- To start responding on livestock issues

Budget (GST Exclusive)		<i>Appendix 1</i>		
Expenditure Item/Activity	Year 1	Year 2	Year 3	Total
	\$	\$	\$	\$
Staff				
Executive Officer*	109,800	113,326	116,964	340,090
Administration Officer (0.3 FTE)*	18,300	18,888	19,494	56,682
Media spokesperson (0.3 FTE)	30,000	30,900	31,827	92,727
[* includes on-costs]				
Total wages/salaries	158,100	163,114	168,285	489,499
Operational Costs				
Office accommodation	25,000	25,750	26,523	77,273
Computers	3,000			3,000
Office equipment	3,000			3,000
IT support	1,500	1,545	1,591	4,636
Mobile phone/broadband	5,000	5,150	5,305	15,455
Printing/stationary	4,000	4,120	4,244	12,364
Group costs (to run meetings, engage, catering etc)	25,000	25,750	26,523	77,273
Management costs	8,000	8,240	8,487	24,727
Facilitation of producer forums	50,000	51,500	53,045	154,545
Total operating	124,500	122,055	125,718	372,273
Travel details				
Vehicle (km reimbursement)	15,000	15,450	15,914	46,364
Accommodation allowance	5,000	5,150	5,305	15,455
Total travel	20,000	20,600	21,219	61,819
Other				
Peak Councils contribution**	80,000	82,400	84,872	247,272
PPSA Membership	6,000			6,000
Legal advice and assistance	1,500			1,500
Total Other	87,500	82,400	84,872	254,772
** WoolProducers Australia, Sheepmeat Council of Australia, Cattle Council of Australia, Goat Industry Council of Australia, South East Australian Livestock Exporters Association				
Total Cost (GST Exclusive)	390,109	388,169	400,094	1,178,363