



STRATEGIC PLAN 2011 – 2015 SUMMARY

Enhancing and promoting the value of Angus

Our Vision:

Leadership in the delivery of innovative programs that enhance and promote the value of Angus cattle and Angus beef products.

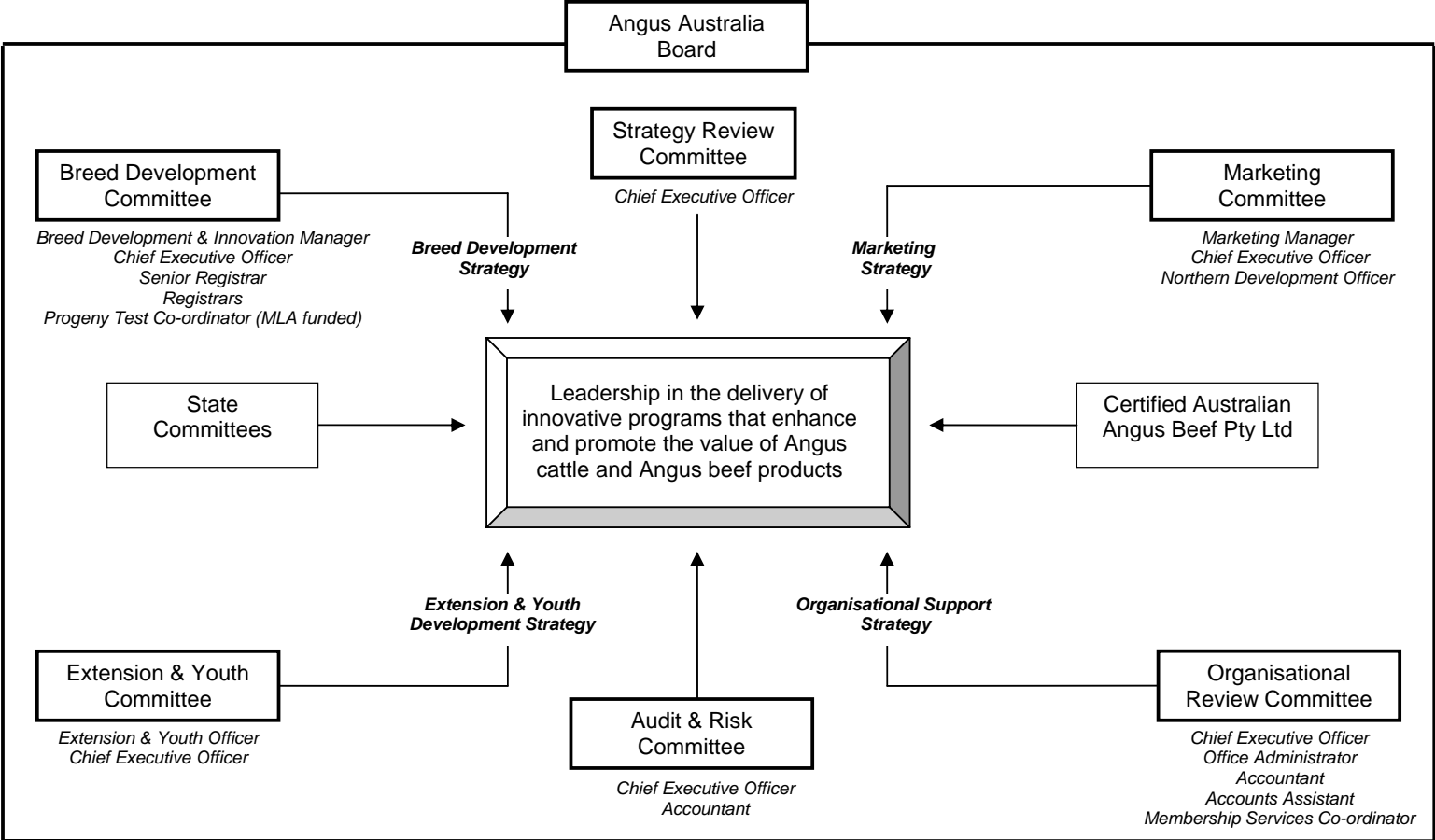
Our Goals:

1. **Breed Development:** To equip members and their customers with the necessary knowledge and tools to achieve continuous improvement of the value of Angus and Angus-influenced cattle and beef.
2. **Marketing:** To promote and market the value of Angus and Angus-influenced cattle and beef.
3. **Education, Extension and Youth Development:** To enhance member skills and youth involvement through the conduct of industry leading education, extension and youth development programs.
4. **Organisational Support:** To operate as a progressive and effective organisation with quality human resource capabilities that satisfy members' needs, monitors strategic direction and complies with all legal and corporate requirements.

Our Strategies:

- 1.1 Provide an efficient female inventory and animal registration service
- 1.2 Provide accurate genetic description of Angus and Angus-influenced seedstock for all traits of economic importance through Angus Breedplan and other genetic evaluation tools
- 1.3 Develop a strong innovation culture within Angus Australia and its members resulting in the application of new and improved services and tools for breed enhancement
- 2.1 Promote Angus advantages via a wide range of available electronic and print media
- 2.2 Maintain an industry leading website that creates a strong image for the Angus breed
- 2.3 Work closely with Certified Australian Angus Beef Pty Ltd (CAAB) and other organisations with Angus brands to facilitate the promotion of quality Angus beef products
- 2.4 Promote and facilitate the domestic and export sales of Angus seedstock and commercial cattle
- 2.5 Monitor the market position of Angus and Angus influenced cattle
- 3.1 Provide innovative education and extension support activities for members and their customers.
- 3.2 Develop innovative tools for web-based delivery of key extension and educational materials
- 3.3 Encourage youth involvement in the beef industry through the conduct of a vibrant Angus youth development program
- 4.1 Maintain appropriately skilled personnel to support effective management systems, organisational structure and practices, and to ensure compliance with all legal and government legislation and codes
- 4.2 Maintain an effective and appropriately skilled Board of Directors
- 4.3 Support State Committees and Regional Groups
- 4.4 Conduct regular review and planning to ensure that Angus Australia maintains its leading edge
- 4.5 Continuously improve operational procedures to achieve more efficient and effective delivery of services
- 4.6 Maintain the Constitution to ensure that it continues to meet Members needs
- 4.7 Accurate and timely completion of all necessary corporate and legal requirements

Angus Australia Strategy Map



Enhancing and promoting the value of Angus



ANGUS AUSTRALIA

STRATEGIC PLAN 2011 – 2015

(DRAFT June, 2010)

Our Vision: Leadership in the delivery of innovative programs that enhance and promote the value of Angus cattle and Angus beef products.

Our Mission: To increase the profitability of our members and their customers through the delivery of innovative programs that enhances and promotes the value of Angus cattle and Angus beef products.

1. Introduction

This plan serves as a focus for setting the strategic direction and business priorities of Angus Australia over the 5 year period from 2011 to 2015. The plan consists of four key goals and their related strategies that guide Angus Australia towards achievement of its vision. The plan will be continually reviewed and updated to ensure that it meets the changing needs of our members and their customers.

2. Situation Statement

This Strategic Plan was developed in 2010, where the following threats and opportunities were identified by the Angus Australia Directors:

(1) Markets

- Threats
 - Stagnant cattle prices
 - High \$A affecting the competitiveness of Australia's rural exports (including beef)
 - More knowledgeable and discerning consumers with access to a wide range of food choices (demanding products with higher quality and consistency).
 - Increasing community and consumer concerns and attitudes about the impact of beef production on the environment and welfare of animals
 - Significant reductions in cow numbers in southern Australia (up to 30% in Vic, SA & WA) due to prolonged drought and land use change
- Opportunities
 - Increasing power of "quality" branding (e.g. CAAB)
 - Positive market image of "Angus"
 - Increasing prominence of MSA
 - Economic development in Asia, India & China
 - Live export opportunities

(2) Environment

- Threats
 - Continuing increases in production costs
 - Increasing evidence of climate change, with more droughts and weather extremes
 - Trend for shift of cow-calf operations into more marginal production environments
 - Significant land use change in Southern Australia (forestry, cropping, lamb production)
- Opportunities
 - Relatively favorable risk profile of beef production
 - Better understanding of Angus opportunities/limits in Northern Australia
 - Potential grazing benefits for carbon sequestration

(3) Genetics

- Threats
 - Declining genetic diversity within Angus (potentially accelerated through use of DNA based selection)
 - Recessive genetic conditions
- Opportunities
 - Better breeding tools (DNA technologies, new and improved EBVs)
 - Multi-breed evaluation (crossbreeding, composites)
 - Co-investment opportunities in genetics Research, Development & Extension (RD&E)

(4) Other

- Threats
 - Low financial reserves in industry
 - Financial stress across global seedstock sectors
 - Declining interest/opportunities for involvement of young people in the beef industry.
 - Decline of government supported beef R,D&E capacity
- Opportunities
 - Potential for greater diversification of services
 - Increased focus on innovation
 - Increasing corporate investment in the beef industry

3. Methodology

The following steps were taken in building this Strategic Plan:

- 1) Board SWOT analysis (2007)
- 2) Strategy Review Committee – identify key strategic areas (November, 2008)
- 3) Strategy Review Committee – prioritise key strategic areas (June, 2009)
- 4) Conducted “Have your say” workshops with members in all states (October, 2009)
- 5) Board Strategy Development Workshop (November, 2009)
- 6) Strategy Review Committee – development of Draft 2015 Strategic Plan (April – June 2010)
- 7) Board review of Draft Strategic Plan (June, 2010)
- 8) Revised Draft Strategic Plan posted on website for member feedback and comment (July, 2010)
- 9) Strategy Review Committee - Final Draft Strategic Plan developed (August, 2010)
- 10) Board adoption of Draft Strategic Plan (November, 2010)
- 11) Publication of 2011-2015 Strategic Plan (December, 2010)

4. Statement of Core Values

- **Integrity** in all our dealings with members and service providers
- **Respect** for the needs, skills and abilities of members, Board and staff
- **Shared responsibility** for improvement among members, Board and staff
- Nurturing a **culture of continuous improvement** among members, Board and staff
- **Outcome focused** in all dealings
- **Concern** for prosperity of the whole beef value chain

5. Statement of Objects (from Constitution)

The objects for which Angus Australia was established are to carry out any activities which advance the interests of the Australian Angus-based cattle industry. Included in these activities are those:

- (i) To maintain the Breeding Registers and any other pedigree and performance records needed for the genetic advancement of Angus-based cattle;
- (ii) To increase Members' ability to develop and produce world-leading Angus-based cattle and related genetics;
- (iii) To increase Members' ability to market world-leading Australian Angus-based cattle and related genetics;
- (iv) To increase Members' ability to produce and market world-leading Australian Angus-based beef and related animal by-products;
- (v) To establish relationships with other organisations whose purpose is to improve and promote the beef cattle industry.

6. Our Goals

1. **Breed Development:** To equip members and their customers with the necessary knowledge and tools to achieve continuous improvement of the value of Angus and Angus-influenced cattle and beef.
2. **Marketing:** To promote and market the value of Angus and Angus-influenced cattle and beef.
3. **Extension and Youth Development:** To enhance member skills and youth involvement through the conduct of industry leading education, extension and youth development programs.
4. **Organisational support:** To operate as a progressive and effective organisation with quality human resource capabilities that satisfy members' needs, monitors strategic direction and complies with all legal and corporate requirements.

7. Our Strategies

7.1 Breed Development: *To equip members and their customers with the necessary knowledge and tools to achieve continuous improvement of the value of Angus and Angus-influenced cattle and beef.*

Strategies:

- (i) Provide an efficient female inventory and animal registration service.
- (ii) Provide accurate genetic description of Angus and Angus-influenced seedstock for all traits of economic importance through Angus BREEDPLAN and other genetic evaluation tools.
- (iii) Develop a strong innovation culture within Angus Australia and its members resulting in the application of new and improved services and tools for breed enhancement.

Key initiatives:

- Process registrations and transfers and maintain female inventory
- Improve the accuracy of pedigree information through an effective and accurate DNA testing
- Produce QA sale catalogues
- Increase the proportion of animals with performance records
- Oversee Angus BREEDPLAN analyses and publication of results
- Servicing Angus BREEDPLAN enquiries and EBV diagnostics

- Provide advice to members and their customers on the use of EBVs and \$Index values
- Develop new and/or improved EBVs for additional economically important traits
- Develop capacity for multi-breed EBVs for Angus influenced crossbred and composite seedstock
- Develop strategies for the incorporation of DNA marker information into breeding
- Facilitate the development of tools to assist in designing optimal mating strategies
- Implementation of tools to enable effective management of recessive genetic conditions
- Conduct of research to enhance the use of Angus genetics in northern Australia

Key Performance Indicators:

- Turn around time for registrations, transfers, DNA test results, QA Catalogues
- Proportion of registrations submitted electronically
- Proportion of animals with performance records
- Successful conduct of Angus BREEDPLAN analyses
- New traits included into Angus BREEDPLAN
- DNA markers incorporated into EBVs
- Multi-breed EBVs available for Angus influenced crossbred and composite seedstock
- Accelerating genetic trends in \$Index values
- Increased use of Angus genetics in northern Australia

7.2 Marketing: *To promote and market the value of Angus and Angus-influenced cattle and beef.*

Strategies:

- (i) Promote Angus advantages via a wide range of available electronic and print media.
- (ii) Maintain an industry leading website that creates a strong image for the Angus breed.
- (iii) Work closely with Certified Australian Angus Beef Pty Ltd (CAAB) and other organisations with Angus brands to facilitate the promotion of quality Angus beef products.
- (iv) Promote and facilitate the domestic and export sales of Angus seedstock and commercial cattle.
- (v) Monitor the market position of Angus and Angus influenced cattle.

Key initiatives:

- Provide a national and international image and presence for Australian Angus
- Produce a strong Angus message in as many mediums as possible.
- Maintenance of an industry leading website as a source of high quality technical information on breeding and production of cattle
- Provide a delivery mechanism for Angus marketing, educational and technical information
- Provide a carrier of members' advertising to a large broad domestic and international audience
- Provide facilities and information to assist members to market cattle effectively
- Participate in joint promotional and marketing initiatives with CAAB Pty Ltd and other organisations supporting Angus brands
- Maintain statistics on the market position (sales data, market share, price premiums etc) of Angus and Angus influenced cattle
- Work with the Australian Cattle Genetics Export Agency to market and certify Australian Angus breeding stock for export

Key Performance Indicators:

- Web page views per month
- Number of publications produced
- Number of media releases per year
- Number of pages of coverage in rural print media
- Number of sales with Quality Assured Catalogues
- Market share and premiums for Angus and Angus influenced cattle
- Number of export certificates issued
- Inventory of market data maintained

7.3 Extension and Youth Development: *To enhance member skills and youth involvement through the conduct of industry leading education, extension and youth development programs.*

Strategies:

- (i) Provide innovative education and extension support activities for members and their customers.
- (ii) Develop innovative tools for web-based delivery of key extension and educational materials.
- (iii) Encourage youth involvement in the beef industry through the conduct of a vibrant Angus youth development program.

Key initiatives:

- Implement innovative web-based education materials and services on the Angus Australia website
- Conduct extension events with Southern Beef Technology Services (SBTS)
- Assist in the conduct of Cattle Assessment Schools
- Conduct a National Youth Roundup and National Judging Competition
- Provide leadership training opportunities for Angus youth
- Provide scholarships to facilitate overseas beef industry experience for selected youth leaders

Key Performance Indicators:

- New material and education tools included on website
- Number of extension & educational events conducted and numbers of participants
- Number of participants at National Youth Roundup, Youth leadership activities and National Judging Competition
- Number of applicants for scholarships and awards

7.4 Organisational support: *To operate as a progressive and effective organisation with quality human resource capabilities that satisfy members' needs, monitors strategic direction and complies with all legal and corporate requirements.*

Strategies:

- (i) Maintain appropriately skilled personnel to support effective management systems, organisational structure and practices, and to ensure compliance with all legal and government legislation and codes.
- (ii) Maintain an effective and appropriately skilled Board of Directors.
- (iii) Support State Committees and Regional Groups.
- (iv) Conduct regular review and planning to ensure that Angus Australia maintains its leading edge.
- (v) Continuously improve operational procedures to achieve more efficient and effective delivery of services.
- (vi) Maintain the Constitution to ensure that it continues to meet Members needs.
- (vii) Accurate and timely completion of all necessary business and legal requirements.

Key Initiatives:

- Maintain close communication between CEO, staff and Board members with State Committees and regional groups
- Support social and networking opportunities for members (e.g. national conference, shows, seminars)
- Prepare a Strategic Plan and continually monitor changes in strategic environment
- Prepare an Annual Business Plan, Operational Plans and budget
- Conduct regular review of needs for organisational and/or constitutional change
- Conduct Board meetings, Board Committee meetings and Senior Managers meetings
- Continually monitor organisational risks and take action to mitigate them
- Conduct an Annual General Meeting as required by the Constitution and the Corporations Act
- Build effective professional relationships among Directors, members, staff and stakeholders

ANGUS AUSTRALIA ~ DRAFT STRATEGIC PLAN 2011 - 2015

- Maintain effective employment agreements and training plans to ensure that staff are appropriately trained and skilled
- Ensure compliance with State and Commonwealth legislation applicable to the management of the Angus Australia human resources
- Develop and maintain induction kits, policy and procedure manual and ensure staff development
- Conduct monthly Angus Australia financial reporting and quarterly Consolidated financial reporting
- Maintain effective and secure management of invested funds
- Completion of BAS returns, PAYG returns, FBT returns, ASIC returns, superannuation lodgements and annual audit

Key Performance Indicators:

- Number of Full, Commercial and Junior members
- Number of non-members on “contacts” database
- Participation in Angus Australia events
- Results of members satisfaction surveys
- Staff Appraisals
- Documented plans
- Documented changes in strategic and risk environment
- Timely financial reporting against budget
- Timely and accurate lodgement of statutory and business returns
- Successful compliance checks and annual audit

~~~~