



DRAFT STRATEGIC PLAN 2016 – 2020

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 2016 to 2020. The plan includes six goals and their related strategies that guide Angus Australia in pursuing its mission and achievement of its strategic vision.

The plan follows on from the success of the previous 5 year plan from 2011-2015 which has clearly established Angus Australia as a highly focused strategic organisation delivering positive outcomes for its membership and the Australian beef industry.

The current plan is the result of inputs from the Angus Australia Board's Strategy Review Committee and management staff, taking into account feedback on threats, opportunities and priorities obtained from members during consultative workshops conducted during June-July 2015.

The plan will be regularly reviewed and updated to ensure that it meets the evolving needs of our members and their customers.

2. Our Vision

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

3. Our Mission

To increase the profitability of our members through the delivery of innovative programs that enhance and promote the value of Angus cattle and beef.

NB. Angus cattle refers to straightbred Angus and/or Angus influenced crossbred cattle; Angus beef refers to beef with a minimum of 75% Angus content (e.g. Angus sire x Angus-cross female).

4. Our Core Values

- Integrity in all our dealings with members and other stakeholders
- Respect for the range of needs, skills and abilities of members, Board and staff
- Shared responsibility for improvement among members, Board and staff
- Nurturing of a innovation culture among members, Board and staff
- Provision of an efficient professional service to deliver the best outcome for members
- Be agile and open minded when responding to market changes and opportunities
- Balance technical integrity with commercialisation and implementation considerations to ensure maximum adoption of innovation by members;

5. Our Objectives (from Angus Australia 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 and Strategies

1. **Member Services:** Provision of efficient member services, including accurate and timely registration and recording of Angus cattle.
 - 1.1. Provide an efficient female inventory, animal registration, ownership transfer, pedigree certification and recording service;
 - 1.2. Provide staff with the necessary knowledge, skills and systems to provide effective services to our members in accordance with Angus Australia's Policies and Regulations.
2. **Breed Development and Extension:** Equip members and their commercial customers with industry leading genetic improvement technologies and the necessary knowledge to enhance the value and profitability of Angus cattle whilst maintaining sustainable levels of genetic diversity.
 - 2.1. Provide accurate genetic description of Angus seedstock for all traits of economic importance;
 - 2.2. Provide member support services and tools that enables them to implement effective Angus based breeding programs and animal selection strategies;
 - 2.3. Conduct relevant research and development projects to improve the knowledge and genetic evaluation tools available to members;
 - 2.4. Collaborate with research and development organisations, service providers and other stakeholders to enable rapid and effective utilisation of emerging technologies (e.g. genomics, data analysis methodology, new trait measurement);
 - 2.5. Enhance member awareness and understanding of modern breeding principles and the outcomes of relevant research and development programs;
 - 2.6. Enhance the understanding and adoption of Angus Australia's products and services, including Angus BREEDPLAN and companion products.
3. **Marketing, Communications & Youth Development:** Communicate, promote and protect the competitive advantages of Angus cattle and beef; and, enhance the development, participation and skills of youth members.
 - 3.1. Promote Angus advantages via a wide range of electronic and print media;

- 3.2. Maintain an industry leading website that creates a strong and positive image for the Angus breed;
 - 3.3. Promote and facilitate the domestic and export sales of Angus cattle;
 - 3.4. Monitor and promote the market position of Australian Angus cattle and beef;
 - 3.5. Facilitate the verification and protection of the “Angus” brand;
 - 3.6. Conduct a relevant and vibrant youth development program.
4. **Strategic Projects:** Conduct innovative strategic projects that provide the knowledge, tools and data required to enhance the value and influence of Angus.
- 4.1. Conduct a comprehensive sire benchmarking program to produce progeny test data on modern Angus sires and generate essential knowledge required for the effective use of genomics technology;
 - 4.2. Conduct research to increase the accuracy of the genetic description of Angus for traits of economic importance;
 - 4.3. Provide an effective and efficient service for the certification of breeding animals for export;
 - 4.4. Coordinate strategic initiatives to support the development of Angus in northern Australia.
5. **Information Systems:** Provide outstanding software applications that enable staff, members and other stakeholders to efficiently conduct data transactions and queries.
- 5.1. Develop, implement and maintain a modern web-based database system to manage membership and animal records and to provide a simple and efficient interface for all data transactions and queries;
 - 5.2. Facilitate and enhance staff productivity by providing efficient and secure network and computer systems.
6. **Organisational Support:** Operate as an efficient and effective organisation with quality human resource capability that satisfies members’ needs, monitors strategic direction and complies with all legal and corporate requirements.
- 6.1. Maintain appropriate resources and skilled personnel to support effective business systems and practices, and to ensure accurate and timely compliance with all legal and statutory requirements;
 - 6.2. Maintain an effective and appropriately skilled Board of Directors;
 - 6.3. Support State Committees and Regional Groups in contributing to the goals of Angus Australia;
 - 6.4. Conduct regular review and planning to ensure that Angus Australia maintains its leading industry position;
 - 6.5. Review and maintain the Constitution to ensure that it meets contemporary statutory requirements.

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