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Down the Track – Dairy 2020

A strategic plan to 2020, for the growth of the Dairy Industry in W Victoria and SE South Australia

In July 2008 a project to develop a well supported strategic plan for the Dairy Industry in Western Victoria and SE South Australia commenced, supported and invested in by a broad based steering group of UDV, Processors, State and Local Government, Service providers and Farmers. Through a combination of research, consultation and widespread engagement with a 1000 farmers, processors, service providers, government staff and community members in W Victoria and SE South Australia, a well supported plan, Down the Track – Dairy 2020 was developed. A full description of the planning process, project research, findings and discussion papers is available in the final plan report Down the Track - Dairy 2020, see www.westvicdairy.com.au; this outline document describes the “DNA” of that plan.

Table 1. Vision, Mission and Growth Target describes the industry Vision, Mission and Growth Target for the **Regional Dairy Industry to grow by 50% (producing 3Bn litres of milk) by 2020**. The two part Industry Mission consists of a global mission and seven specific missions for each of seven resource/base pillars that support the dairy industry (People, Natural Resources, Infrastructure, Capital, Knowledge, Markets and Production).

Table 2. Goals and Strategies builds on table 1 and identifies 16 Goals and strategies to achieve them which will be required to achieve the 50% growth target, each Goal is shaded to identify its link to one of the seven pillars.

Table 1. Vision, Mission and Growth Target

Vision							DAIRY – Innovative, responsible and prosperous						
Mission							A regional dairy industry (RDI) that provides value to its customers, owners, workforce and the community it operates in;						
and more specifically, in the area of													
People		Natural Resource		Infrastructure		Capital		Knowledge		Market		Production Base	
provides safety, satisfaction and wealth to its owners and workforce.		improves the natural assets used in the region to produce and process milk and		is influential in improving road, rail, sea and air transport infrastructure and communication		provides attractive returns to capital providers		leads contributes to the pool of dairy industry knowledge		is influential in identifying and developing markets through local, national and international		is recognised as a leader in increasing productivity and the profitable production of	

	demonstrates leadership in best NRM practice	and information technology systems			networks	quality dairy products
Goal –	A Regional Dairy Industry (RDI) that grows 50% (produces 3Bn litres of milk) by 2020					
People	Natural Resource	Infrastructure	Capital	Knowledge	Market	Production Base
See 1 & 2 Below	See 3 - 5	See 6-10	See 11	See 12	See 13 - 14	See 15 - 16

Table 2. Goals and Strategies

Goal	Sub Goals	Strategies
RDI that grows 50% (produces 3Bn litres of milk) by 2020	1. competitive in attracting, building and sustaining skilled people	1a) use effective HR practices, within businesses and within the system for matching positions and staff
		1b) maintain and improve a reputation for providing value to the dairy workforce
		1c) provide dairy extension, education, technical and professional services that lead demand
		1d) support providers to deliver services that keep dairy people well and manage ill health
	2. leadership - advocating effectively	2a) find, develop and support leaders who work to achieve the regional goals
	3. sustainable land and water needs met by supply	3a) identify land and water needs, use & supply
		3b) influence planning laws and water regulations that encourage industry development
		3c) use land and water optimally & sustainably
		3d) maintain and improve the dairy industry land and water use reputation with the community
	4. NRM footprint smaller than community expectation	4a) demonstrate impact of improved levels of best practice NRM adoption
		4b) enjoys support of and partnerships with NRM bodies and communities
	5. thrives in a changing climate	5a) understand the likely changes in climate and policy
		5b) develop and adopt systems to manage change and reduce carbon pollution
		5c) influence policy to maximise regional strengths
	6. farm, transport & processing, plant	6a) maintain and grow machinery and plant supply chains to access new technologies

	and infrastructure that improves productivity	6b) identify transport and transport infrastructure needs and supports government to provide it
		6c) processors supported by community to access new technologies and capacity
	7. marketing & processing facilities	7a) identify needs and support business and government to provide it
	8. national dairy functions located in the region	8a) attract and develop national dairy industry organisations in the region
	9. power & communication services of at least an urban standard	9a) influence regional suppliers and Government to provide equitable power and communication services
		9b) use services when they are provided
	10. community assets that attract investors and settlers	10a) identify needs and supports community and government to provide it (liveability)
	11. profitable farm, processing and service businesses, growing equity	11a) develop an improved culture of profitable business planning and risk management
		11b) maintain and improve access to business capital
		11c) support the evaluation and extension of different capital ownership models
		11d) retain i) profits and rising equity values in the Region and ii) equable profit distribution along the supply chain
	12. use and create the best available knowledge	12a) identify knowledge needs, use and supply
		12b) maintain and grow regional capacity to undertake research and demonstration
		12c) design and implement an improved effective knowledge distribution system (See 1f)
	13. deliver products the dairy market demands and can afford	13a) maintain and grow progressive, innovative and effective farm, manufacturing and distribution sectors
		13b) maintain and grow capacity to market products
		13c) maintain a reputation for delivering high customer value (Industry image)
	14. deliver new products / services the market demands	14a) identify and develop new product opportunities (particularly the farm sector - amenity, power generation, carbon storage etc.)
	15. improving cattle;	15a) identify and understand cattle needs, use & supply

	need met by supply	15b) monitor the effectiveness of the plans developed by agencies assessing and managing regional cattle bio-security risks
		15c) animal welfare performance supports supply system
		15d) raise genetic potential of cattle by 10%
	16. cattle feed need met by supply	16a) identify and understand cattle feed needs, use & supply
		16b) monitor the effectiveness of the plans developed by agencies assessing and managing regional plant bio-security risks
		16c) maintain a responsive cattle feed market
		16d) increase farm grown feed utilised by 30%