

Strategic Plan 2008 - 2010



Prepared: Staff and CEO

28th October 2007

The Tasmanian Farmers and Graziers Association acknowledges the support provided by the Board, Commodity Councils, Committees and Branches in the development of this Business Plan

The Strategic Plan for distribution to members and stakeholders

Vision

To be the leading representative body for Tasmanian primary producers

Mission

To advance the development of Tasmanian Primary Industries

Guiding Principals

Our relationships with members, stakeholders and the wider community are founded on integrity, trust and ethical behaviour

Pillars and Strategies

Pillar 1. To develop influence

Strategy 1.1 Protect the right to farm in an economically, socially and environmentally sustainable manner

Strategy 1.2 Support the development and growth of profitable productive agricultural industries and enterprises for members

Strategy 1.3 Maintain and or increase membership to at least 95% of agricultural producers [as reflected by Australian Bureau of Statistics] and strengthen TFGA partnerships

Pillar 2. To Improve financial viability and the business management of the TFGA

Strategy 2.1 Investigate and implement options, including diversified funding sources, to complement membership based levies and maintain and improve financial viability

Strategy 2.2 Develop a culture of continuous improvement

Pillar 3. To improve leadership and develop people

Strategy 3.1 Develop staff, Board and Commodity Councils, Committee's, Branches skills and experience to improve TFGA's professional capacity

Strategy 3.2 Identify and implement solutions to members needs on State, National and Global issues

Pillar 4. To Communicate

Strategy 4.1 Actively communicate with members with integrity in a timely and relevant manner

Pillars, Strategies and Actions

Pillar 1 To develop influence

Strategy 1.1 *Protect the right to farm in an economically, socially and environmentally sustainable manner*

- a. 40% of workload run on responding to members needs on an agreed prioritization matrix
- b. 30% of workload run on strategic Policy Campaigns based on an agreed prioritization matrix
- c. 30% of workload run engaging with Government based on an agreed prioritization matrix

Strategy 1.2 *Support the development and growth of profitable productive agricultural industries and enterprises for members*

- a. Advocacy and negotiation
- b. Encourage the TFGA and consult the Commodity Councils and Branches on engagement in industry plans and their implementation
- c. Promote water infrastructure development to underpin industry development plans
- d. Actively drive projects with other agencies (TIAR, Forestry and Fisheries, etc)
- e. Identify benchmarks and structures for sustainable agricultural business enterprises

Strategy 1.3 *Maintain and / or increase membership to at least 95% of agricultural producers [as reflected by Australian Bureau of Statistics] and strengthen TFGA partnerships*

- a. Define member needs and develop cost effective strategies to improve value / benefits across all members
- b. Evaluate and develop the database, profile members and develop a membership strategy (retention / growth, value proposition)
- c. Be engaged with members at the grassroots

Pillar 2 To improve financial viability and the business management of the TFGA

Strategy 2.1 *Investigate and implement options, including diversified funding sources, to complement membership based levies and maintain and improve financial viability*

- a. Formalise, enhance and evaluate arrangements with sponsors in MOU's or agreements
- b. Review income performance and develop a strategy to enhance levy raising relationship
- c. Prepare and position TFGA to undertake new business opportunities
- d. Ensure TFGA allocates a sufficient funding reserve to address future needs
- e. Review existing financial processes and identify new and improved approaches to identify and explore cost savings
- f. Investigate the establishment of a trust fund or philanthropic funding process
- g. Establish a TFGA business development task force to grow the TFGA business and identify other business opportunities
- h. Build and manage an annual business calendar
- i. Review TFGA house building layout and applicability to function
- j. Implement options to develop work plans that address the implementation of the Business Plan with quarterly / annual tracking and review processes

- k. Develop a TFGA Business Plan (30-35 pages) which is ratified by the Board and supported by Commodity Councils, Committees and Branches.
- l. Develop Commodity, Committee and Branch annual Operational plans which align with and support the implementation of the TFGA Strategic, Business and Operational plan
- m. Establish a Taskforce to identify and support growth of TFGA business opportunities
- n. Develop a financial plan including a fundraising strategy

Strategy 2.2 Develop a culture of continuous improvement

- a. Engage the Board to develop and annually review the Strategic Plan and endorse the Business Plan and Operational Plan
- b. Gain member's feedback and advice and identify areas for constructive improvement
- c. Identify performance linked mechanisms to integrate and improve service delivery within the organisation and build strategic targets into TFGA staff KPI's
- d. Analyse other state based farmer organizations and not for profit membership Associations
- e. Review the articles and rules of the TFGA by 2010

Pillar 3 To improve leadership and develop people

Strategy 3.1 Develop staff, Board Commodity Councils, Committee's and Branches skills and experience to improve TFGA's professional capacity

- a. Develop an appropriate professional development program for staff and elected representatives (Commodity Councils and Board)
- b. Develop succession leadership strategies in consultation with and support of Board Councils, Committees and Branches
- c. Develop a positive communication process
- d. Develop improved induction kit's

Strategy 3.2 Identify and implement solutions to members needs on local, State, National and Global issues

- a. Develop a prioritisation process to identify and stratify actions on emerging and current strategic and policy issues and communicate this throughout TFGA
- b. Develop a process of engagement and communication across the Board, Commodity, Committee's, Branches and staff
- c. Identify and enhance networks and links to work co-operatively with national affiliated bodies
- d. Facilitate and advise on training and education for members

Pillar 4 To Communicate

Strategy 4.1 To actively communicate with integrity in a relevant and timely manner

- a. Communicate the principles of the current TFGA business and operational practices
- b. Develop and implement member communication and engagement plan.
- c. Develop a media strategy.