

NZ HEREFORDS

SPECIALISTS IN GRASSLAND GENETICS

Strategic Plan Presentation to the NZHA Council

November 3, 2011



Presentation Strategic Plan

2011 - 2016

Working group members:

Colin Corney	Paul Scott	Graeme Potter
William Morrison	Jason Graham	Alan Cook
Sam Hain	Peter Smyth	John Morrison
Mike Cranstone	Dave Warburton	Philip Shepherd

The Working Group acknowledges the contributions of other members of NZHA to this Strategic Plan. Thank you for your involvement and ideas.

Strategic Plan timeline: Presented to the NZHA Council on November 3rd 2011 for approval by November 13th 2011.

Strategic
Intent
statement

Strategic themes

Vision

Mission

1. Governance

2. Farm

3. Leadership

4. Market

5.
Information

6. Growth
and
development

The NZHA Council is committed to the profitable and sustainable development of the NZ Hereford breed and the farming systems that promote productivity and responsible land use through the implementation of this strategic plan.

Vision: To provide New Zealand's beef producers with the genetics, expertise in quality beef production and industry leadership, which is required to add value and increase market opportunities.

Mission: The NZHA will provide the leadership to collaborate and innovate with industry stakeholders, co-ordinate marketing, and communicate breed strengths in order to create value for our members, their customers and the consumers of Hereford derived beef.

Strategic themes

1	Governance	To evolve a responsible and sustainable governance body that is positioned to steer NZHA confidently towards future opportunities.
2	Farm	To lift the productivity and profitability of Hereford breeders farming systems, and increase the rate of genetic progress to their targeted breeding objectives
3	Leadership	To develop and equip individuals from within the NZHA membership with the necessary skills to administer the Hereford Association and lead the beef industry forward. The Association needs to look at investing in people to drive the breed in the right direction.
4	Market	Assist NZHA breeders to develop a market orientated approach - aligning Hereford breeding programs with target market specifications/demands
5	Information	To effectively deliver quality information which the membership can utilize to improve their farming business, the genetics produced and relationships with customers and other relevant industry members.
6	Growth and Development	The NZHA fosters an environment that supports growth and development through the successful implementation of the Strategic Plan, with ongoing reviews and development.

NZHA Strategic Theme 1: Governance

Objective: To evolve a responsible and sustainable governance body that is positioned to steer NZHA confidently towards future opportunities.

Items	Tactic 1: Communicate with the membership in a clear and timely manner	Tactic 2: Facilitate and circulate a Working Paper on options for Council structure	Tactic 3: Implement the Strategic Plan	Tactic 4: Establish a Council induction and training plan
Timeframes (Start, review and end dates)	<ul style="list-style-type: none"> Continue monthly communications as normal course of business for Council 	<ul style="list-style-type: none"> Commence from next Council meeting Finalize and circulate options prior to next AGM and table for discussion/ approval-within 12 months 	<ul style="list-style-type: none"> Commence from next Council meeting Commence monthly emails/ web message from Nov 2011 to communicates progress on strategy 	<ul style="list-style-type: none"> Commence from next Council meeting Commence monthly emails/ web message from Nov 2011 to communicates progress on induction and training plan
Success will look like...	<ul style="list-style-type: none"> Council and members actively discuss the strategy and have responded to ideas and have become more actively involved. 	<ul style="list-style-type: none"> A widely accepted structure is put in place that supports and provides for the future growth and sustainability of NZHA. Council operates to governance Best practice as defined through the peer review process. 	<ul style="list-style-type: none"> The NZHA is positioned to take advantage of future opportunities balanced with appropriate risk management processes. The membership clearly understands the direction of the NZHA and endorses this direction. 	<ul style="list-style-type: none"> The membership has a wide range of appropriately skilled and experienced people standing for Council (based on the knowledge that they will be provided with support and training). Council operates to governance Best practice as defined through the peer review process.

NZHA Strategic Theme 2: Farm

Objective: To lift the productivity and profitability of Hereford breeders farming systems, and increase the rate of genetic progress to their targeted breeding objectives.

Items	Tactic 1: Assist Hereford members to transition from being "Hereford Breeders" to becoming "Leading Farmers who are breeding Herefords"	Tactic 2: Two regional management teams working in consultation with their respective universities to deliver programmes (productivity and farming systems) applicable for their regions. North Island - Four members working with Massey South Island - Four members working with Lincoln	Tactic 3: Align with Strategic organisations including Beef and Lamb NZ and PBBNZ to better understand the opportunities for NZHA that could be generated through the Red Meat Sector Strategy (RMSS) via partnerships.
Timeframes (Start, review and end dates)	Commence November 2011 With progress reports each quarter	Commence November 2011 With progress reports each quarter	Commence November 2011 With progress reports each quarter
Success will look like...	Increased demand for Hereford genetics, based on reputation as leaders in quality, performance and profitability. Increased profitability of all beef cow systems with Hereford genetics and breeders being recognized as champions of this. The opportunity for Herefords to be recognized as being leaders in tackling some of the productivity issues in beef cow systems. It will provide new (or established) breeders better access to technical and personnel guidance.	<ul style="list-style-type: none"> • There is a regular flow of information and data that farmers can base Best Practice decisions on. • Hereford are a robust and profitable breed that attracts an increasing numbers of farmers building larger Hereford herd 	<ul style="list-style-type: none"> • NZHA is well positioned to take advantage of new partnership opportunities that can be generated through the RMSS. • New partnerships have led to profitable strategic initiatives for NZHA and its members.

NZHA Strategic Theme 3: Leadership

Objective: To develop and equip individuals from within the NZHA membership with the necessary skills to administer Hereford and lead the beef industry forward. The Association needs to look at investing in people to drive the breed in the right direction.

Items	Tactic 1: Council Leadership: Need to have a programme in place to identify these members, put all current councilors through a leadership programme. BEST candidates for leadership positions on council are put in these positions and keep these positions for longer periods to achieve a consistency of direction (e.g. hard for president to make and drive change if only in position for 2 years)	Tactic 2: Breed leadership: Identify members within the breed (either on council or off council) who have the ability to lead in different areas and use these to drive best practice in their area of expertise	Tactic 3: Council to align the NZHA with the core items in the Red Meat Sector Strategy (RMSS). NZHA to define how beef breed Councils can engage with the opportunities and dialogue with central government and other lead agencies such as Beef and Lamb
Timeframes (Start, review and end dates)	<ul style="list-style-type: none"> • Present annual report and budget 	<ul style="list-style-type: none"> • Established at next Council meeting • Quarterly review • Ongoing function 	<ul style="list-style-type: none"> • Established at next Council meeting • Quarterly review • Ongoing function • Generate working Time line using Excel. Showing time frames, mile stones and completion dates for all operational programs
Success will look like...	Leaders selected have to be very good communicators, need to be skilled up with all forms of communication, oral, written, electronic.	<ul style="list-style-type: none"> • NZHA is the go-to beef breed Association for government/agencies looking for an industry perspective on issues/ideas. • The establishment of this Group will be a proactive step towards the NZHAs goals for positioning Hereford in the NZ beef industry. 	<ul style="list-style-type: none"> • NZHA is the go-to beef breed Association for government/agencies looking for an industry perspective on issues/ideas. • Other Associations/ Agencies contact NZHA about new opportunities. • Successful events.

NZHA Strategic Theme 4: Market

Objective: Assist NZHA breeders to develop a market orientated approach - aligning Hereford breeding programs with target market specifications/demands

Items	Tactic 1: Develop knowledge and skills of breeders to make them more effective marketers.	Tactic 2: Breeders are part of a value chain; their breeding objectives are focused on maximizing the value delivered to their target market.	Tactic 3: Hereford Prime(HP) Board to present a strategy identifying and giving clarity to the future opportunities and constraints of Hereford Prime.
Timeframes (Start, review and end dates)	Initiate annual programme in 2012 Partner with club activities	Initiate annual programme in 2012 Partner with club activities	February – May 2012
Success will look like...	Full clearance and higher prices at sales	Farmers buying Herefords for the value they contribute, rather than choosing a breed as if it was fashion.	Hereford prime achieving targeted performance

NZHA Strategic Theme 5: Information

Objective: To effectively deliver quality information which the membership can utilize to improve their farming business, the genetics produced and relationships with customers and other relevant industry members.

Items	Tactic 1: Use the G&D Business Hub members to professionally collect and analyze members' business information, forming the beginning of NZHA's information benchmarking program.	Tactic 2: Appoint an Information Group to develop an NZHA information distribution plan. This will utilize industry information sources to deliver credible and appropriate information through NZHA's current communication channels in a coordinated manor at the appropriate time of year.	Tactic 3: Establish the three Information Themes: Better Farmers, Better Cattle, Better Beef. These are used to categorize and distribute the information
Timeframes (Start, review and end dates)	Three months following G&D Business Hubs establishment (April 2012 – June 2012)	Jan-March 2012 to appoint the Information Group and to start.	Jan-March 2012 to appoint the Information Group and to start.
Success will look like...	NZHA members have a business benchmark that they can relate to. More members will want to quantify and benchmark their business.	<ol style="list-style-type: none"> 1. More hits on the NZHA web-site (increased advertising). 2. Members are reading the Red-rag (increased advertising). 3. More profitable businesses will grow cow fees and increase members. 	The NZHA and its members is starting to understand and quantify some clear benchmarks as to what are better farmers, better cattle and better beef.

NZHA Strategic Theme 6: Growth and Development

Objective: The NZHA fosters an environment that supports growth and development through the successful implementation of the Strategic Plan, with ongoing reviews and development.

Items	Tactic 1: Maximize NZHA's understanding of, and belief in the Vision, Mission and 6 Themes.	Tactic 2: Establish a process (a Strategy Implementation Team) to implement this Strategic Plan, oversee its themes, assess its progress and continue its development.	Tactic 3: Quantify and understand the resources that are within the NZHA.	Tactic 4: Establish a G&D group (a mini version of the PGP's Farm IQ). Initially 10-20 NZHA herds and open to all cooperative NZHA members. This could be called NZHA Monitor Farm or G&D Business Hub .
Timeframes (Start, review and end dates)	Start Nov 2011. Review mid-year. Review Nov 2012 to decide on marketing completion or continuation.	Start Nov 2011 through to 2013.	Immediately pre or post the National Herd Tour 2012.	2012 – Produce the Groups Strategic Plan and Collect members. Mid 2012 – Commence projects.
Success will look like...	NZHA Chairman, Council, Members, Manager and Stakeholders can recite the V, M & 6Ts. All have a degree of understanding and belief in them.	This first Strategic Plan has been implemented. The NZHA has developed a culture of cooperation, communication and coordination. The NZHA is ready for the next step or next strategic plan.	Members and Council will understand what opportunities are achievable, which members can achieve them, how it is most appropriate to commence these opportunities, what skills and investment are required, who is required for NZHA to work with.	<ol style="list-style-type: none"> 1. Group's information is being shared. 2. Leading technologies are being implemented and promoted. 3. More members are joining the group.