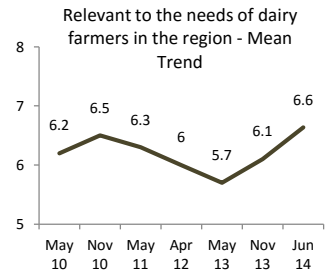
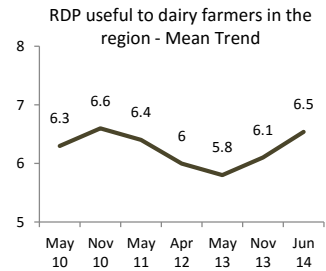
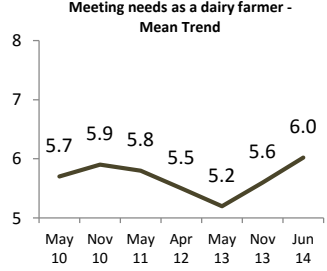



SP2 – Capable People

Regional Operations and Extension																																		
Overview																																		
Market Need / Context	<ul style="list-style-type: none"> There is a need to provide adequate capability for the planning, coordination, delivery and facilitation of effective services and extension to dairy farmers and service providers throughout the dairying regions of Australia. As governments have reduced funding in this area, Dairy Australia and the Regional Development Programs (RDPs) are implementing a new model of industry led extension and reallocating resources into the RDPs and program delivery. Dairy Australia and the RDPs need to promote and drive effective change in dairy farming and increase the rate and scale of change through adoption and innovation on-farm, and this adoption and innovation activities need to align to national and regional priorities, industry targets and measured outcomes With the continued growth in the size of farms, DA needs to responsive to their specific and changing needs 																																	
Industry Indicators	<p>Relevant to the needs of dairy farmers in the region - Mean Trend</p>  <table border="1"> <caption>Relevant to the needs of dairy farmers in the region - Mean Trend</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>May 10</td><td>6.2</td></tr> <tr><td>Nov 10</td><td>6.5</td></tr> <tr><td>May 11</td><td>6.3</td></tr> <tr><td>Apr 12</td><td>6</td></tr> <tr><td>May 13</td><td>5.7</td></tr> <tr><td>Nov 13</td><td>6.1</td></tr> <tr><td>Jun 14</td><td>6.6</td></tr> </tbody> </table>	Month	Value	May 10	6.2	Nov 10	6.5	May 11	6.3	Apr 12	6	May 13	5.7	Nov 13	6.1	Jun 14	6.6	<p>RDP useful to dairy farmers in the region - Mean Trend</p>  <table border="1"> <caption>RDP useful to dairy farmers in the region - Mean Trend</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>May 10</td><td>6.3</td></tr> <tr><td>Nov 10</td><td>6.6</td></tr> <tr><td>May 11</td><td>6.4</td></tr> <tr><td>Apr 12</td><td>6</td></tr> <tr><td>May 13</td><td>5.8</td></tr> <tr><td>Nov 13</td><td>6.1</td></tr> <tr><td>Jun 14</td><td>6.5</td></tr> </tbody> </table>	Month	Value	May 10	6.3	Nov 10	6.6	May 11	6.4	Apr 12	6	May 13	5.8	Nov 13	6.1	Jun 14	6.5
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	Source: DA Stakeholder tracking	Source: DA Stakeholder tracking																																
Overall Objective/s	<ul style="list-style-type: none"> To improve farm profitability, competitiveness and sustainability by accelerating the extent and rate of adoption by farmers of industry standard farming practices, new ideas and technology, particularly those which are the result of DA's investments in RD&E 																																	
General Approach / Strategy	<ul style="list-style-type: none"> Implement the industry led extension model to deliver relevant and quality extension activities that are strongly aligned to national and regional priorities. Maintain and support a regionally based structure (the RDPs) that provides the platform needed for the delivery of programs and services, including the coordination and delivery of extension related activities. Engage and collaborate with other service providers, including farm advisers, vets, commercial suppliers, the National Centre for Dairy Education. Identify and build extension and education delivery capability to support quality program delivery. Embed continuous improvement in the delivery of extension services through effective evaluation. Build farm business management and farm systems capability for dairy farmers, advisers and the research sector Seek opportunities for co-investment in projects which support adoption and innovation on farm. 																																	
Collaboration & Dependencies	<ul style="list-style-type: none"> The Regional Development Programs are the primary network through which Dairy Australia delivers extension and regional services. Dairy Australia continues to have collaborative co-funding arrangements with the state governments in Queensland, Tasmania and Western Australia for the delivery of research, development and extension through integrated programs. The RDPs also work with governments, industry, the National Centre for Dairy Education, processors and private providers to deliver regional services. 																																	
Program Detail																																		
Project No. / Title	Project Level Objectives	Focus	2017/18 Focus / Changes																															
P103 Regional extension services	Understand regional needs and deliver required support and programs within each dairy region	<ul style="list-style-type: none"> Continue to work with the RDPs to improve the delivery of extension services Continue to create efficiencies through the provision of support services to the regions 	<ul style="list-style-type: none"> Enhance capability of RDP teams to support extension services Integrate Salesforce into the RDPs to increase effectiveness of extension 																															

Regional Operations and Extension			
P200 Large supplier engagement	Ensure DA services meet the needs of large producers.	<ul style="list-style-type: none"> Establish a dedicated database around the large supplier group and a critical needs analysis around this sector. Continue to engage with large suppliers in each region to identify major issues e.g. workforce, markets, technical issue, etc. Develop relationships with dairy service providers: e.g. Milk processors, banks 	<ul style="list-style-type: none"> Build on the governance and investment program piloted in 2016/17 Engage large suppliers in industry risk and reputation work
P251 Extension Operations & Delivery	The delivery of effective and quality extension services and programs that meet regional and industry priorities.	<ul style="list-style-type: none"> Fund and support the delivery of extension programs to meet regional priorities Continue Discussion Group and Focus Farm projects through RDPs Evaluate the impact of extension activity and create benchmarks for future assessment Use Salesforce to build the DA/RDP database about farmers and farm businesses to support segmentation and targeted service and extension offerings Build the capacity and capability of DA/RDP extension staff and providers Leverage levy investments through collaboration with partners including the NCDE, dairy processors and government agencies as appropriate 	<ul style="list-style-type: none"> Integrate Salesforce into all extension activities in all regions Increased focus on introducing farm business management within discussion groups
P257 Tactics for Tight Times	To assist dairy farmers in southern Australia to confidently manage the current market and seasonal conditions and enhance their capacity to confront the challenges of the future	<ul style="list-style-type: none"> Continue to support the delivery of Taking Stock and Taking Stock Action Plan Review Increase the capacity of service providers in business analysis and delivery of one-to-one services like Taking Stock; Deliver seasonal updates to assist farmers in their planning processes Connect with disengaged farmers and signpost to information and services Provide information on government and support services available to farmers Leverage participation in relevant Dairy Australia programs, including farm business management training (Financial Literacy), DairyBase and Feeding Pastures for Profit 	<ul style="list-style-type: none"> Increased emphasis on using the Tactics project to signpost to other DA/RDP programs such as the farm business management capability building program.

Evaluation & Budget

Project	Evaluation		Expenditure Planning				
	Planned BCR	Investment Attractiveness	2015/16 Actual	2016/17 Forecast	2017/18 Plan	2018/19 Plan	2019/20 Plan
P103 Regional Development Programs		7.7	3,645,756	5,486,453	5,131,500	5,131,500	5,131,500
P257 Tactics for Tight Times		7.2	-	121,419	300,000	-	-
P200 Large Supplier Engagement		6.8	79,434	80,676	100,000	100,000	100,000
P251 Extension Operations and Delivery		7.7	-	563,624	500,000	500,000	500,000
Total	5.09	7.4	6,882,241	6,252,171	6,031,500	5,731,500	5,731,500
Notes							

Key Milestones

Project	Milestone Description	Planned Completion	Status
P245	Initiate new round of Focus Farms and maintain national Focus Farm network	30 June 2019	In progress
P245	Achieve 30% of farms participating in Discussion Groups nationally	30 June 2019	In progress
P245	Use DA standard evaluation processes to 80% of DA / RDP funded extension activities	30 June 2019	Ongoing
P103	All RDPs use Salesforce to support their farmer facing activities	30 June 2018	Ongoing
P200	Use Salesforce to establish a dedicated database around the large supplier group and a critical needs analysis around this sector	30 June 2018	Ongoing

Key Performance Indicators (KPIs)

Target Outcome	Measure	Source of data	2016/17	2017/18
To embed continuous improvement in the delivery of farm change and extension services through effective evaluation	Implement standard measurement and evaluation framework and apply it to Dairy Australia's investments in extension and farm change	Salesforce	80%	80%
To ensure Dairy Australia and the Regional Development Programs are responding to the needs of farmers.	The average of farmers response that RDP services are relevant, meeting the needs and useful.	Stakeholder tracking	>6.5	>6.5
To ensure that Dairy Australia and the RDPs are effectively engaging with all dairy farmers	Farmer satisfaction with Dairy Australia's engagement.	Stakeholder tracking	>6.5	>6.5
To ensure that Dairy Australia and the RDPs are effectively engaging with the largest 200 dairy farmers	Large supplier satisfaction with Dairy Australia's engagement.	Stakeholder tracking	>6.5	>6.5
To increase the rate of dairy industry change through greater farmer reach and participation	Rate of dairy industry change through greater farmer reach and participation	Salesforce	>45%	>45%

People & Capability

Overview

Market Need / Context	<ul style="list-style-type: none"> In an increasingly complicated operating environment, the ability of industry to move forward is largely dependent upon the capability of the key participants – farm owners and workers. Farmers require the capability, confidence and motivation to effect change. Without central assistance, the market is unlikely to establish the services and infrastructure to meet the educational needs of farmers. Labour availability is an on-going issue for farms. As farms get bigger, there will be an increasing need for potential employees from casuals to managers. The industry is experiencing consolidation and structural change, farmers need assistance with transitions (in and out of the industry) and with the adoption of more appropriate business models (share farming, joint ventures, etc.) 	
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Industry Indicators	<p style="text-align: center;">PARTICIPATION 2015</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Program</th> <th>Participation</th> </tr> </thead> <tbody> <tr><td>ADV DIP OF AG</td><td>13</td></tr> <tr><td>DIP OF AG</td><td>45</td></tr> <tr><td>CERT IV Ag</td><td>108</td></tr> <tr><td>CERT III Ag</td><td>277</td></tr> <tr><td>CERT II Ag</td><td>243</td></tr> <tr><td>CUPS ON, CUPS OFF</td><td>545</td></tr> <tr><td>EUTHANASE LIVESTOCK</td><td>234</td></tr> </tbody> </table>	Program	Participation	ADV DIP OF AG	13	DIP OF AG	45	CERT IV Ag	108	CERT III Ag	277	CERT II Ag	243	CUPS ON, CUPS OFF	545	EUTHANASE LIVESTOCK	234	<p style="text-align: center;">Farmers reporting improved efficiency/effectiveness as a result training</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Year</th> <th>% Attended</th> <th>% experience positive impact</th> <th>% with documented training plans</th> </tr> </thead> <tbody> <tr><td>2014</td><td>40%</td><td>75%</td><td>10%</td></tr> <tr><td>2015</td><td>0%</td><td>0%</td><td>0%</td></tr> <tr><td>2016</td><td>0%</td><td>0%</td><td>0%</td></tr> <tr><td>2017</td><td>0%</td><td>0%</td><td>0%</td></tr> </tbody> </table>	Year	% Attended	% experience positive impact	% with documented training plans	2014	40%	75%	10%	2015	0%	0%	0%	2016	0%	0%	0%	2017	0%	0%	0%																								
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	<p>Source: The power of people on Australian Dairy Farms (September 2014)</p>																																																													

Overall Objective/s	<p>Understand, plan and support the near and long term human resource needs of the sector</p> <ul style="list-style-type: none"> Attract labour to the dairy sector Improve capability of farmer and farm workers Improve farmer human resource management capability and on-farm culture Improve safety on farm Remove HR related hurdles to growth and profitability
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General Approach / Strategy	<ul style="list-style-type: none"> Monitor sector HR needs and develop/pilot programs to address problem areas. Develop a comprehensive workforce planning and action strategy that addresses all sectors of the industry including farm, processing and the service sectors. To ensure the provision of and participation in quality educational programs in all the dairy regions that will contribute to the capability and professionalization of the dairy industry and ensure the industry's priorities are met Help the dairy industry to be seen as a desirable place to work such that employers (farm and manufacturing) have access to people interested in a dairy career. This include promoting the attractiveness of the industry as a career option, assisting farmers to be better managers of labour, improving on-farm conditions (e.g. OH&S) and to support regulatory change that enables access to labour. Assists sector growth and structural transition by providing the farmer with information that will assist new entrants or provides strategies for farm owners to consider when they are reducing or ceasing their role in active dairy farming. Develop networks and build the capacity of our young people to provide continuity of knowledge To ensure the industry leadership and education opportunities are well understood and patronised. To create a culture of safety on-farm
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Collaboration & Dependencies	<ul style="list-style-type: none"> Regional Development programs (RDPs) National Centre for Dairy Education (NCDE) Alliance partners Key consultants Other industry organisations: ADF, ADPF, Gardiner The University Of Melbourne, Sydney University Federal and State Regulatory bodies associated with Food Safety, Education and Work Health and Safety
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People & Capability							
Program Detail							
Project No. / Title	Project Level Objectives	Focus					
P207 Attract, Retain and Transition People in the Dairy Industry	The outcome of this project is that farmers will be able to attract and retain the best people for their businesses by assisting them to offer a quality workplace environment and by supporting and promoting rewarding career opportunities. Farm businesses will also be well prepared for the succession and transition of their businesses.	<ul style="list-style-type: none"> Regional workforce support through maintenance and promotion of the People in Dairy (TPID) website and associated content Employment made Easy (eMe)web portal implementation continues and development of Employee Manager program Promotion of careers opportunities of the pre and post-farm gate sector to secondary students will continue (Cows Create Careers) Stepping Stones – Information pack and support on the pathways available for those looking to start a career on a dairy farm, or for experienced people who want to progress their dairy career Stepping Up – Tools and support for experienced dairy farm employees who are planning to move into Share Farming, Leasing or an Equity Partnership. Stepping Back – Tools and support for farmers who want to reduce or cease their role in active farming Utilising the Young Dairy Network as a platform to engage and support young people in the industry 					
P154 Industry Education	To ensure the dairy industry has the skills and capability it needs.	<ul style="list-style-type: none"> Creating a broader multi-sector remit for education to include Schools, Universities, Farm advisers and consultants Coordination of regional delivery capability to optimise resources and connection to education through the dairy Australia education programs Alignment and collaboration with other DA initiatives including <ul style="list-style-type: none"> Farm Business management suite including roll out of financial literacy A large herd manager program Priority programs such as Cups On Cups Off Industry leadership programs A feedbase and animal nutrition suite of programs 					
P203 Workforce Planning	The dairy industry has sufficient numbers of people with the right mix of skills to maintain and grow the industry	<p>Key focus areas:</p> <ul style="list-style-type: none"> People Strategy Development through the Dairy Industry People Development Council Research into people and capability related issues Collaboration with other RDCs on people related projects Development and maintenance of an effective monitoring and evaluation framework for the people and capability programs 					
P260 Farm Safety	The dairy industry treats safety as a priority and a safety culture is embraced.	<p>Key focus areas:</p> <ul style="list-style-type: none"> Roll out of Farm Safety Starter Kit and Farm Safety Manual Building service provider capacity Embedding safety into DA supported programs Development and roll out of the Farm safety for Kids program 					
Evaluation & Budget							
Project	Evaluation		Expenditure Planning				
	Planned BCR	Investment Attractiveness	2015/ 16 Actual	2016/17 Plan	2017/18 Plan	2018/19 Plan	2019/20 Plan
P207 Attracting & Retaining People	2.13	6.6	933,410	813,654	1,309,860	1,309,860	1,309,860
P242 Transitioning People in Dairy Farm Businesses	2.04	5.12	582,045	440,682	-	-	-
P154 Industry Education	2.10	5.72	1,307,715	827,699	950,000	950,000	950,000
P203 Workforce Strategy, Planning & Action	2.04	6.08	560,434	399,122	120,000	120,000	120,000
P260 Farm Safety				-	350,055	366,520	390,920
Total	2.04	5.12	3,383,604	2,481,158	2,729,915	2,746,380	2,770,780
Notes	P242 merged into P207 in 2017/18 Farm Safety was removed from P203 17/18 and a separate project, P260, established						
Key Milestones							
Project	Milestone Description			Planned Completion	Status		
P207	Roll out of Employment Starter Kits and workshops			2018	Commenced		
	Develop Employee Manager and build advisor capability			2018	Commenced		
	Deliver Cows Create Careers – Farm Module			2018	Commenced		
	Next stage of The People in Dairy website refresh			2018	Planned		
	Develop and roll out the Leasing Resource			2017	Commenced		
	Deliver Share Farmer/Leasing workshops nationally			2018	Commenced		
	Continue Support for Young Dairy Networks in each region			2018	Commenced		
P154	One EDLP or DDLP leadership program delivered each year			2018/19	Commenced		

People & Capability				
	Scholarship support for Undergraduates in place		2017/18	Commenced
	Scholarship support for Nuffield and ARLP in place		2017/18	Commenced
	New Learning Framework structure implemented		2017/18	Commenced
P203	Dairy Moving Forward KPIs reviewed and updated		Dec 2016	Complete
	Six Monthly Progress reports for DIPDC developed and distributed		2017/18	Ongoing
	Progressive stakeholder presentations to DIPDC meetings		2018/19	Ongoing
	Cross RDC project, People in Agriculture, implemented and maintained		2017/18	Ongoing
P260	Farm Safety Starter Kit distributed through Stakeholder groups		2019	Commenced
	Farm Safety manual workshop conducted		2019	Planned
	Service provider capability in WHS developed		2018	Planned
	WHS elements embedded into all Dairy Australia delivery programs		2019	Commenced
	Farm safety for Kids program implemented into 100 primary schools		2019	Planned
Key Performance Indicators (KPIs)				
Target Outcome	Measure	Source of data	Outcome 2016/17	Targets 2017/18
Attract People into the Dairy Industry	Cows Create Careers Farm Module delivered in all Dairy Regions / Regional Sponsorship secured	DA research	211 Schools schools/ 9,400 students	>200 Schools > 9000 students Engaged in the program
Retain People in the Dairy Industry	The People in Dairy Website updated	DA research	Stage one completed	Commence stage two
Attract People into the Dairy Industry	Employment Made Easy jobs board operational in all Victorian regions.	DA research	Four Regions completed	Seven regions implement the eMe project
Retain people in the Dairy Industry	Young Dairy Network Australia in all Dairy regions National Sponsorship secured National YDN Forum	DA research	Young Dairy Networks in all regions	>2200 members in the YDNA Technical programs delivered utilising YDN as a preferred platform
Transitioning People in Dairy	Share Farmer Code of Practice and Leasing information and workshop developed	DA research	Workshops delivered	In response to regional demand, workshops delivered for: <ul style="list-style-type: none"> • Sharefarming • Leasing • Taking Steps >20 workshops delivered
Attract People into the Dairy Industry	Develop Employee Manager		Commence development	Pilot with 4 Farms
Support and develop employment capability of farmers	Provide Regional Workforce Support Coordinators			Seven regions employee Regional Workforce Coordinators to support the roll out of DA programs and provide HR support to farmers
To ensure that the dairy industry and communities have a pipeline of appropriately engaged and empowered leaders	Strong demand for Leadership programs	DA	30 People apply for places (2 programs)	Emerging Dairy Leaders Program completed and reviewed. Delivery of one Developing Dairy Leaders program Support one participant in the ARLP program
To maintain a national network so priority and other national programs can be delivered	The appropriate qualifications, short courses and industry priority programs (IPPs) delivered in each region every year	DA	Quals, short courses, IPPs in every region	Delivery network of Education providers is available for all dairy regions. Satisfaction with DA programs is >75%
Large farm Manager Program	Program established to meet demand for qualified and capable large herd managers	DA	NA	Large herd manager program established
Dairy Industry People Development Council is operational as the COI for the People theme for DMF	Number of DIPDC meetings held	DA research	5 meetings	5 meetings
Strategic Workforce Action activity occurring	Workplace Health and Safety pilot delivered (transitions to P 260 after 2016/17)	DA research	2 regions	All dairy regions engage in WHS programs
Regional delivery plans established following a Program Logic approach	Regional delivery plans in place	DA	1 Region	All regions adopt integrate Program Logic approach into their AOPs