



Lucerne Australia
STRATEGIC PLAN

2020 - 2025



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LUCERNE AUSTRALIA - STRATEGIC PLAN ON A PAGE

Financial years 2020 - 2025

To lead and enhance a sustainable Australian lucerne seed industry

To be a focal point of the industry and to enhance the Australian lucerne seed industry

Time Period	To lead and enhance a sustainable Australian lucerne seed industry				
Vision	To be a focal point of the industry and to enhance the Australian lucerne seed industry				
Mission	To be a focal point of the industry and to enhance the Australian lucerne seed industry				
Strategic Imperatives	Research	Communication	Membership	Representation	Sustainability
<p>Overarching Statements</p> <p>Achieve meaningful research outcomes to improve the industry driven by the industry's needs and priorities.</p>	<p>Research</p> <ul style="list-style-type: none"> Use industry expertise and membership to identify research projects Collaborate with research partners to initiate projects to benefit industry Source funding for new projects Value add to existing/completed research projects Establish a long-term permanent trial site Undertake periodic literary review of research into the lucerne industry Collate anecdotal findings for research and additional dissemination Continue research into current issues 	<p>Communication</p> <p>Develop a two-way dialogue between stakeholders and encourage growers to adopt practice change.</p> <ul style="list-style-type: none"> Promote lucerne as a product to create demand for seed Create and maintain linkages between stakeholders Utilise resources such as social media, newsletters, field days to: <ol style="list-style-type: none"> keep industry members informed and connected; facilitate extension and adoption of research findings Promote the value of Lucerne Australia as an industry body Provide a forum for stakeholders to engage in constructive dialogue around industry issues Promote sponsors and funders to highlight their support of Lucerne Australia 	<p>Membership</p> <p>Represent and benefit the majority of the lucerne seed industry and its stakeholders in a united way.</p> <ul style="list-style-type: none"> Increase membership base by: <ol style="list-style-type: none"> identifying and communicating benefits for members developing effective messages to demonstrate value to prospective members utilising testimonials from members Conduct regular surveys of members to assess needs Build capacity of members by: <ol style="list-style-type: none"> offering bursaries regular events training Investigate linkages between members to create economic benefit 	<p>Representation</p> <p>Develop an appropriate network of relationships within and beyond Lucerne Australia.</p> <ul style="list-style-type: none"> Create partnerships with key bodies to effectively represent the industry Maintain open dialogue with AgriFutures Australia and the Pasture Seeds Advisory Panel Maintain and enhance relationships between industry sectors to address issues Maintain media presence to effectively communicate industry issues and information dissemination 	<p>Sustainability</p> <p>Adopt policies to maintain the long-term sustainability and profitability of the lucerne seed industry.</p> <ul style="list-style-type: none"> Be a proactive, flexible and dynamic organisation to enhance longevity Adopt projects to enhance the triple bottom line – environment, economic and social benefits Develop capability within the body and create clear succession plans Seek to enhance funding streams for the organisation Promote the advances in the industry to the wider community Identify threats to the long-term sustainability of the industry and develop contingency plans as needs arise
<p>KPI's</p> <ul style="list-style-type: none"> At least one large scale trial running at all times Permanent trial site established by 2023 1-2 short term smaller projects Adoption of the research findings by lucerne growers 	<ul style="list-style-type: none"> Well attended annual events: trial site field day, AGM with guest speakers, one other major information session and at least one other field day/trip Positive feedback from events Quarterly newsletter produced and distributed Regular updates on social media 	<ul style="list-style-type: none"> Have membership representing 85% of production and 70% of growers 	<ul style="list-style-type: none"> Lucerne Australia is recognized as a valued and respected industry body 	<ul style="list-style-type: none"> Maintain cash surplus trading position year on year Maintain projects ensuring ongoing viability of the industry At least one participant per year in bursary program At least one capacity building project per year 	

2. BACKGROUND INFORMATION

Lucerne Australia (LA) was formed in 2005 and aims to incorporate all relevant sectors of the Australian lucerne seed industry.

Since its inception Lucerne Australia has undertaken projects including seed wasp management, a Biosecurity Code of Practice for Golden Dodder, variety trials and fertiliser trials, numerous symposiums and member days and overseas study tours with the object of enhancing grower returns and the uptake of innovation through the industry.

3. VISION *The vision of Lucerne Australia is to lead and enhance a sustainable Australian lucerne seed industry.*

4. MISSION STATEMENT

To be a focal point for the industry and to enhance the Australian lucerne seed industry by:

- Uniting the stakeholders
- Acting as the main point of communication and facilitation within the membership, the wider industry and community
- Supporting research and development for the industry
- Providing opportunities for the next generation of seed producers to have an active input into the future.



5. GOVERNANCE AND STRUCTURE

Lucerne Australia's affairs are managed by an Executive Committee of members, and it operates within the powers of the Lucerne Australia Constitution. The Committee is made up of five seed producers and three associate members. Each position on the Executive Committee is held for a term of two years, with half of the seats elected at each AGM. The Chairperson is elected from within and by the Executive annually. Sub-committees are formed by the Executive on an as-needed basis to investigate and manage specific issues.

An Executive Officer is employed to carry out the duties in a manner set out by the Executive. The roles of secretary and treasurer are carried out by the Executive Officer. The Executive Officer is the primary contact point for the organisation and is largely responsible for pursuing alternative funding sources.

As Lucerne Australia looks to the future, it will aim to explore new income-generating opportunities whilst maintaining a management structure that fosters a strong financial position. To achieve this, it is critical that Lucerne Australia continues to seek and encourage a vibrant and active Executive to manage the organisation.

6. STAKEHOLDERS

The following are identified as key stakeholders and are consulted as required when developing goals and strategies for moving forward:

Grower and Associate Members:

2020

- 69 Growers Members and 45 Associate Members

Sponsors:

2020 Gold Sponsors

- Rabobank
- WFI

2020 Silver Sponsors

- Benparts
- Murray Nankivell
- Nutrien Ag Solutions
- Pope Packaging
- Seed Services Australia

Aligned industry organisations:

- AgriFutures Australia
- ASA (Australian Seeds Authority)
- APVMA (Australian Pesticide and Veterinary Medicines Authority)
- SARDI (South Australian Research and Development Institute)
- Pollination Australia
- Seed Services Australia
- AFIA (Australian Fodder Industry Association)
- Ag Excellence Alliance
- SAAA (South Australian Apiarists Association)
- CSIRO (Commonwealth Scientific Industry Research Organisation)
- ASF (Australian Seeds Federation)
- NFF (National Farmers Federation)
- Primary Producers SA
- ISF (International Seeds Federation)
- AQIS (Australian Quarantine Inspection Service)
- DAFF (Departments of Agriculture, Forestry and Fisheries)
- MacKillop Farm Management Group

Catchment management bodies:

- Limestone Coast Landscape Board

Local, State and Federal Government