

AGKI

AGRICULTURE
KANGAROO ISLAND

2023-2025
**STRATEGIC
PLAN**



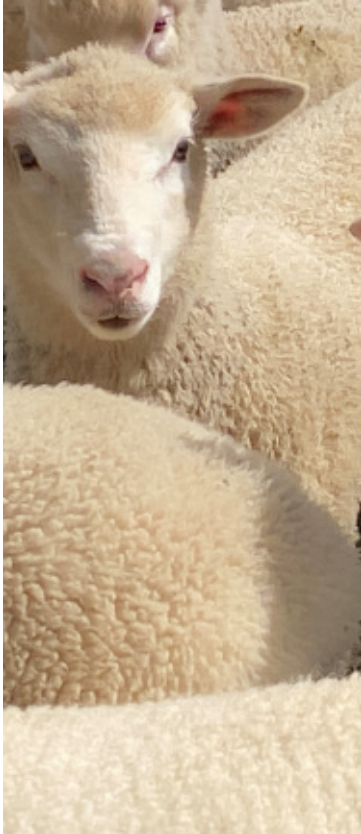
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BACKGROUND

Agriculture Kangaroo Island (AgKI) is the peak industry body representing farmers on Kangaroo Island.

Agriculture Kangaroo Island plays an essential role in supporting primary production and agricultural development on Kangaroo Island.

We support our primary producer and industry members through advocacy, research, policy development, training and skill development.



OUR VALUES:

1

REPRESENTATION – We lead and advocate in an informed, inclusive and relevant manner on behalf of our members.

2

BEST PRACTICE – We support and promote agricultural innovation and sustainability (economic, environmental and social).

3

COLLABORATION – We value partnerships and working with our stakeholders to deliver better outcomes for agriculture on Kangaroo Island.

4

INTEGRITY – We are transparent, honest, and respectful.

5

COMMUNITY – We value diversity, and care for our people (our members, our team and our community).



VISION

A sustainable, profitable, resilient and thriving agricultural sector on Kangaroo Island.

MISSION

To deliver initiatives and support for primary producers on Kangaroo Island to underpin resilient and successful businesses.

AIM

To accomplish this vision and mission through supporting our members' success via advocacy and promoting best practice through education, research and demonstration.

OUR OBJECTIVES:

To represent the interests of the members of the association.

To facilitate the development and recognition of thriving, resilient and diverse primary industries on Kangaroo Island.

To encourage economic, environmental and social sustainability of the sector.

PRIMARY PRODUCTION SNAPSHOT



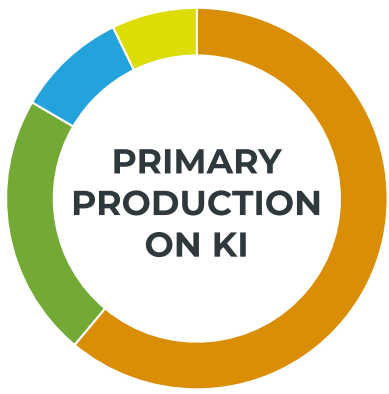
48% OF KI'S GRP

Primary Production generates \$99.9 million per year, out of Kangaroo Island's total Gross Regional Product of \$209 million.

LARGEST SINGLE EMPLOYER
23% of all workers on KI are involved in primary production.

LIVESTOCK & CROPPING
is the single largest industry sector on KI.

BUSINESSES PER INDUSTRY
43.5% of all businesses on KI are involved in primary production.

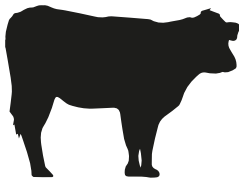


PRIMARY PRODUCTION ON KI


- Livestock & Wool 61%
- Eggs 9%
- Cropping & Hay 22%
- Potatoes, Wine, Fruit & Veg 7%



680,000 SHEEP



15,000 CATTLE



14,729ha CROPS



LANDCARE
Farmers set aside over 17% of their land for conservation, an area equivalent to 85% of Flinders Chase.



In 2021 AgKI won the South Australian Landcare Farming Award.

All figures cited here are based on the 2021 Census, with bushfire impacted properties still not fully stocked.

OUR STRATEGIC PLAN

This strategic plan was developed by the Agriculture Kangaroo Island Board. All members had collective input into the mission, vision, aims, objectives, targets and actions, which are geared at supporting sustainable, resilient and profitable farming systems on Kangaroo Island.

The strategic plan is presented in four pillars as follows:

OUR ORGANISATION & GOVERNANCE

This pillar defines how our organisation is structured and managed for success.

ADVOCACY & REPRESENTATION

This pillar defines our representation priorities to ensure a resilient and dynamic agricultural industry on Kangaroo Island.

PRACTICE IMPROVEMENT

This pillar defines the key priorities and projects to drive best practice farm management, innovation and sustainability.

MEMBER COMMUNICATION, ENGAGEMENT & SUPPORT

This pillar defines how we will communicate, engage and form successful collaborations with our members, partners and key stakeholders.

Our team will monitor and report against this plan and will work hard to advocate for our members.

We welcome ongoing contribution to and involvement in the actions of our plan.

We will remain agile to the needs of our members and always work to support their best interests.

1.0 Our Organisation and Governance

This pillar defines how our organisation is structured and managed for success.

Target	Action	Priority Timeframe
Effective platforms to support Board and member communication.	1.1 Develop a website strategy to define use.	Short Term
	1.2 Continue to develop the website for more member benefit (e.g members only page, define member value and offer benefits).	Medium Term
Appropriate systems and processes for management of memberships.	1.3 Develop clear membership terms which define benefits.	Short Term
Effective systems and processes between the Board and team.	1.4 Develop a policy procedure framework and manual for AGKI staff which considers key risks, responsibilities, WHS requirements, project management and administration processes (i.e. 10 % administration fee) and workplace culture etc.	Short Term
	1.5 Identify gaps to support the Board's effective operation and governance (i.e. financial / governance / HR / WHS) to develop an implementation plan including delivery timeframes.	Short Term
	1.6 Develop a training and professional development plan for the AgKI team based on the skills matrix.	Short Term
	1.7 Develop sub-committees where appropriate to support efficiency and distribute Board Member workload.	Short Term
	1.8 Maintain and keep the workplan up to date.	Short Term

The board meets legislative, governance and best practice operating requirements.	1.9 Review and develop a new Constitution.	Short Term
	1.10 Develop a Board Charter Manual, which includes an induction, training, finance and education framework.	Short Term
	1.11 Development a EO procedures manual.	Long Term
	1.12 Develop identified policies and procedures including review framework.	Long Term
	1.13 Develop recruitment strategy for new Board Members.	Long Term
AgKI has a succession plan to ensure effective ongoing operation.		
AgKI has sound financial management, sustainability and reporting.	1.14 Establish a Financial Framework including financial sustainability and accountability.	Short Term
	1.15 Ensure clear project acquittal and reporting against deliverables to ensure Board Members understand each project position.	Short Term
	1.16 Develop key strategic business cases and seek funding opportunities for larger scale projects (\$250k+).	Long Term
	1.17 Develop a long term plan to minimise risk on budget spend to ensure we are sustainable long term. Consider risk and opportunities to raise funds.	Medium Term

2.0 Advocacy and Representation

This pillar defines our representation priorities to ensure a thriving agricultural industry on Kangaroo Island.

Target	Action	Priority Timeframe
Link well and collaborate with other advocacy organisations and relevant committees on and off island (e.g. Livestock SA) to ensure industry representation.	2.1 Ensure representation for agriculture on local, regional and national boards with a view to establishing formal agreements and regular meetings to align objectives and outcomes.	Long Term
	2.2 ID key organisations and ensure a KI rep is on the board (where possible).	Long Term
Advocate on any matter that affects the sustainability and/or profitability of the ag sector on KI. Maintain close and positive relations with key government Ministers, Departments and representatives.	2.3 Advocate on behalf of AgKI stakeholders on the following: <ul style="list-style-type: none"> - Protection of primary production land / carbon credits - Native vegetation - Farm water access and security - Freight accessibility and bulk transport - Biosecurity - Infrastructure (roads and telecommunications) - Natural disaster preparedness - Skilled workforce - Housing - Lime sand - Fire preparedness - Over abundant species. 	Long Term
Ensure that we genuinely represent and respond to our members needs.	2.4 Annual member survey to understand members priorities and needs (i.e. key advocacy topics and preferred communication platforms).	Long Term

Be the go-to organisation for all KI agricultural matters.	2.5 Continue to build and maintain reputation and brand, through timely communication outputs (note targets will be established in action plans and working parties).	Long Term
	2.6 Ongoing membership drive to ensure we truly represent KI primary production.	Short Term
Keep up to date with issues that affect farmers on KI, in South Australia, nationally and internationally.	2.7 Review training and professional development of Board Members to ensure skill sets contribute to member value.	Short Term
	2.8 Support member access to activities that keep them up to date on issues that affect them.	Long Term



3.0 Practice Improvement

This pillar defines the key priorities and projects to drive best practice farm management, innovation and sustainability.

Target	Action	Priority Timeframe
Support and establish programs which increase the number of farmers operating at optimum productivity levels.	3.1 Partner with members, producers, and agencies to implement a regular program of testing innovative practices. Continue to be the enabler for new activities on KI (i.e. drive collaborative projects which delivers benefits to members).	Long Term
	3.2 Seek opportunities to evaluate impact/benefit and return on investment and communicate this to KI growers.	Long Term
	3.3 Promote the value of benchmarking.	Long Term
	3.4 Establish a KI 'Leading Farmer' program to support producers to adopt new practice and technology, strategies for productivity gains and increase the percentage of farmers delivering at a best practice level.	Long Term
	3.5 Identify characteristics /specifications and barriers for technology adoption of top 20% production & lead program for high achievement in ag on KI.	Long Term
	3.6 Identify, develop and implement programs to increase adoption of new technologies.	Long Term
Enable KI farmers to be more sustainable, agile, adaptive and resilient.	3.7 Support regular in field workshops showing best production practices.	Short Term
	3.8 Report on relevant project outcomes to membership base via newsletter, case studies, website and AgTrial Booklet (inc electronic) to improve value proposition and seek funding to support the production costs.	Long Term

	3.9 Provide members with access to case studies on best practice and innovation.	Long Term
	3.10 Identify and apply for funding/projects which provide opportunities for members to be exposed to best practice farm management practices.	Long Term
Establish collaborative partnerships to deliver quality Research, Development and Education.	3.11 Build collaborative project opportunities, and linkages with other service providers (e.g. SARDI, Agros, KILB to ensure our members are aware of/involved in their projects).	Long Term
Seek funding for local projects (research, education, extension etc.).	3.12 Develop an annual funding opportunities list to maximise grant opportunities.	Short Term
	3.13 Liaise with all peak industry and research bodies on priority issues.	Long Term
	3.14 Seek feedback from members (via survey's etc.) around what projects they would like funded.	Long Term
Liaise and understand members' Research, Development and Education needs.	3.15 Ensure opportunity for all members to be involved in funded projects. Ensure project ideas/interests are gleaned by membership survey. Keep members aware of funding calls and ensure a co-design approach to project establishment.	Long Term
Build and support agriculture leaders on KI.	3.16 Establish a collaborative emerging leaders program for new / emerging primary producers, helping link them to key industry associations.	Long Term

4.0 Member Communication, Engagement and Support

This pillar defines how we will communicate, engage and form successful collaborations with our members, partners and key stakeholders.

Target	Action	Priority Timeframe
Increase engagement with and attract new financial partnerships (major sponsors).	4.1 Develop policies, and a prospectus, for partnership management. Ensure this considers policy for non partners for one off advertising.	Short Term
	4.2 Review and update partnership prospectus annually.	Long Term
	4.3 Develop a communication and engagement strategy which explores new ways to communicate to members and considers how we report project activities to members in a transparent and timely manner.	Short term
Provide opportunities for members to be involved in projects through more effective project collaboration.	4.4 Develop strategy and process for how we engage members in projects.	Medium Term
High quality, regular and transparent communication with our members which meets their needs.	4.5 Deliver effective communication outputs, for example case studies, good news stories, best practice articles in The Islander and on social media, to ensure communication is timely and relevant for stakeholders.	Long Term
	4.6 Hold regular networking events as a means to increase our knowledge of what issues are of greatest concern to KI agricultural community.	Medium Term
	4.7 Hold quarterly member events so that speakers can keep our members updated with the latest projects and activities.	Short Term

	4.8 Launch strategic plan to members.	Short Term
	4.9 Maintain active engagement on the AgKI social media accounts, with weekly content posting to support members.	Long Term
	4.10 Deliver the monthly member newsletter and increase engagement.	Long Term
Increase memberships to ensure we are truly advocating on behalf of all of KI agriculture. Increase membership to 70% of KI farming.	4.11 Explore opportunities to support the diverse commodity groups and niche agricultural, viticulture and horticultural producers.	Long Term
	4.12 Hold an annual outreach event to reach non-members. e.g. fundraiser dinner, guest speaker.	Medium Term
Increase membership value and awareness.	4.13 Scope partners and seek additional membership i.e. leverage sponsor (e.g. 5% off services etc.).	Long Term
Deliver the Biannual conference with over 120 people attending (members and key stakeholders).	4.14 Aim for participant satisfaction by including a diversity of speakers and topics of interest.	Long Term

