

# 2020-25 Strategy

## Vision

An Australian Sheep industry leading the world in the quality of our products, excellence in animal and environmental care and capability of our producers.

## Purpose

To provide strategic leadership for Australia's sheep industry that supports a productive, profitable, and sustainable future.

	STRATEGIC PILLAR 1 Effective Policy and Advocacy	STRATEGIC PILLAR 2 Strategic Leadership	STRATEGIC PILLAR 3 Sustainable Organisation
Strategic Objectives	<p><b>1.1</b> Enable producers to have positive influence over government policy and drive change in their industry</p> <p><b>1.2</b> Engage members to provide a united voice on national industry issues</p> <p><b>1.3</b> Address emerging industry issues and advocate with contemporary scientific evidence and farming knowledge</p>	<p><b>2.1</b> Lead, facilitate and influence industry discussions, outcomes and delivery</p> <p><b>2.2</b> Facilitate collaboration to engage, inform and advise stakeholders, investors and funders</p> <p><b>2.3</b> Maximise value for levy payer investment</p>	<p><b>3.1</b> Build ethical and resilient processes to ensure financial sustainability</p> <p><b>3.2</b> Deploy excellence in governance, management, team and organisational culture</p> <p><b>3.3</b> Demonstrate value and impact</p>
We will do this by	<p><b>1.1.1</b> Conducting effective consultation with members and stakeholders on nationally significant industry issues</p> <p><b>1.2.1</b> Undertaking regular engagement with members to support the effective operations of the Policy Council</p> <p><b>1.3.1</b> Developing evidence-based policy according to a clear and defensible framework</p>	<p><b>2.1.1</b> Effective communication of policy priorities and their outcomes to stakeholders</p> <p><b>2.2.1</b> Fostering ongoing dialogue with government and other stakeholders to deepen the understanding of Australian sheepmeat industry and its strategic priorities</p> <p><b>2.3.1</b> Advocating for levy expenditure on research, extension and adoption that supports the advancement of industry productivity and sustainability</p>	<p><b>3.1.1</b> Implementing progressive and innovative business management practices that will assist SPA to deliver on its strategic goals efficiently and effectively</p> <p><b>3.2.1</b> The application of best practice governance arrangements and embedding a positive organisational culture</p> <p><b>3.3.1</b> Delivering tangible outcomes and benefits to address member and stakeholder expectations</p>
Success Looks Like	<p><b>1a</b> Policy positions are achieved, giving a strong future pathway for industry success</p> <p><b>1b</b> Members are satisfied with the outcomes and activities of the Policy Council</p> <p><b>1c</b> Evidence based policy is developed according to a clear and defensible framework</p>	<p><b>2a</b> SPA implements strategies that achieve effective engagement with industry and government stakeholders</p> <p><b>2b</b> SPA is recognised for its leadership on critical industry issues</p> <p><b>2c</b> SPA has regular and effective media engagement and presence to advocate the industry's policy positions and outcomes</p> <p><b>2d</b> SPA's priorities are considered a critical part of decision making by the primary industry sectors, industries and government stakeholders</p>	<p><b>3a</b> SPA attracts appropriate resources and capabilities to deliver on its strategic priorities</p> <p><b>3b</b> SPA demonstrates the highest levels of governance and accountability</p> <p><b>3c</b> SPA's members' priorities are incorporated in decision making</p> <p><b>3d</b> SPA is an organisation with which producers want to connect</p>
Focus Areas	<ul style="list-style-type: none"> <li>• Sheep Welfare Practices</li> <li>• National Traceability</li> <li>• Carbon Neutrality and Climate</li> <li>• Market Access and Trade Barriers</li> <li>• Consumer and Community Trust</li> <li>• Maximising Value</li> <li>• Accelerated Research, Development and Adoption</li> <li>• Sheep Supply and Sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Levy Investment</li> <li>• Effective Advocacy</li> <li>• Leadership Capability Development</li> </ul>	<ul style="list-style-type: none"> <li>• Member and stakeholder management</li> <li>• Corporate Governance</li> <li>• Progressive Business Management</li> <li>• Transparent Risk and Crisis management</li> </ul>

Updated November 2022 in accordance with the outcomes of the mid-term strategic review

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