

WAMIA Strategic Plan 2020-2025

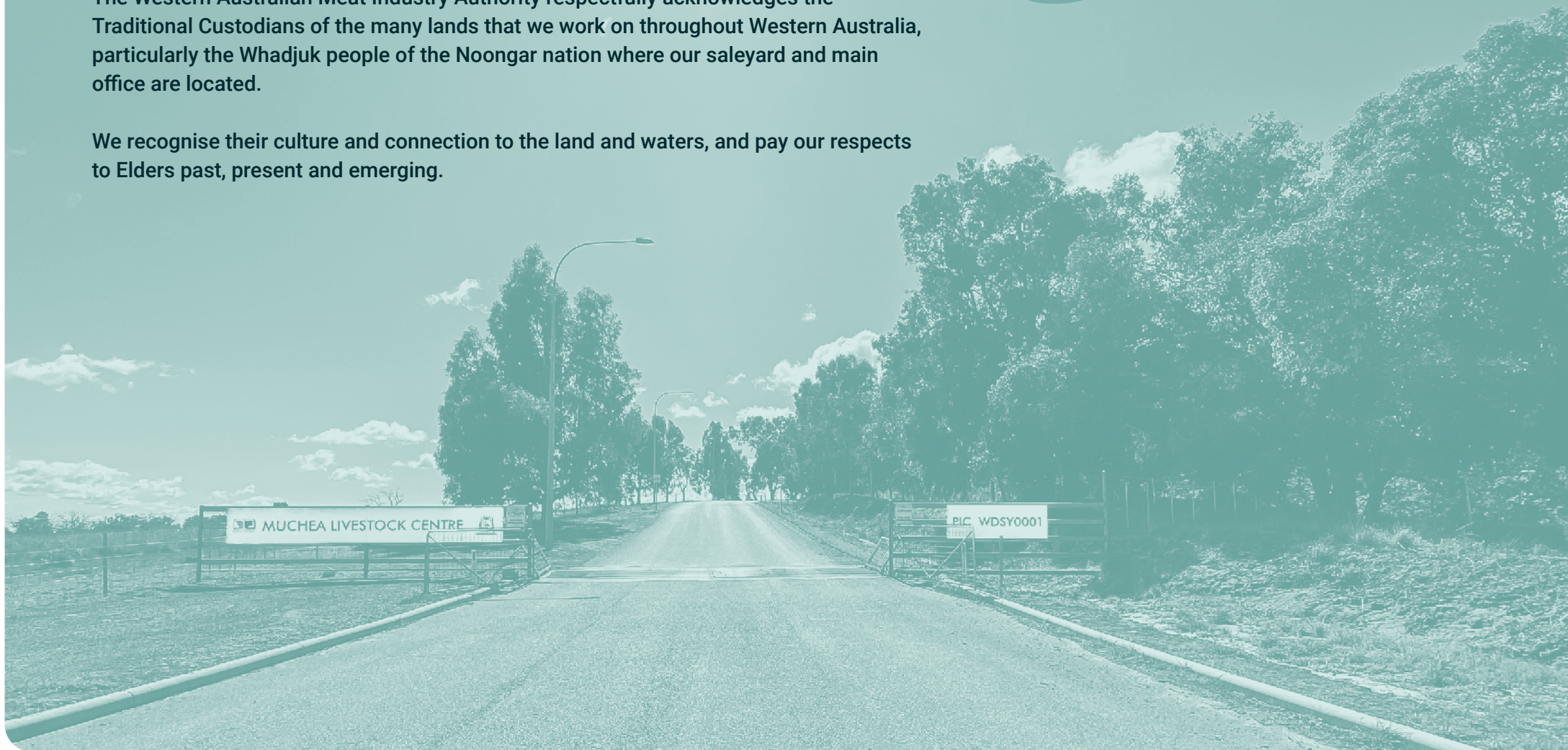
2023 REVIEW











Acknowledgement of Country

The Western Australian Meat Industry Authority respectfully acknowledges the Traditional Custodians of the many lands that we work on throughout Western Australia, particularly the Whadjuk people of the Noongar nation where our saleyard and main office are located.

We recognise their culture and connection to the land and waters, and pay our respects to Elders past, present and emerging.



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Foreword

The Western Australian meat and livestock industry plays an important role in the State economy and benefits an extensive network of regional communities and businesses.

For the industry to thrive, it is important that the facilities and systems involved in the sale of livestock, slaughter of animals, and processing and branding of carcasses for human consumption are functioning safely and fairly.

WAMIA plays an important role in overseeing abattoir operations and monitoring processing capacity in Western Australia, providing an accurate picture in our advice to the Minister. In addition, WAMIA owns and operates the Muchea Livestock Centre, a key livestock selling facility in Western Australia.

This review of the WAMIA Strategic Plan 2020 – 2025 refreshes our commitment, and our priorities across these responsibilities.

In undertaking the strategic plan review the WAMIA Board has considered how to build on recent successes in areas of animal welfare,



organisational governance and reporting, and people and culture. It has also acknowledged some key organisational challenges. A high CEO turnover; a low level of understanding and awareness about WAMIA's requirements and obligations amongst its stakeholders; as well as ensuring financial sustainability in a small organisation and processing capacity in an environment of inconsistent throughput.

The WAMIA Board has taken time to discuss and understand these challenges, and sought to develop strategies for the remaining period of the strategic plan to 2025 that will strengthen the effectiveness of WAMIA to the benefit of the industry.

I encourage you to consider these strategies, and to reach out to WAMIA with any questions.

Sarah Lang
Chair, WAMIA

WAMIA's Strategic Plan for 2024 + 2025

Purpose	To oversee and enable a thriving WA meat and livestock industry via innovative industry solutions; an independent, accessible livestock exchange facility; effective regulation; and informed advice to State Government.			
Values	Integrity - Leadership and Accountability - Courage and Innovation - Collaboration			
Vision	A successful and sustainable WA meat and livestock industry contributing economic and social benefits to regional communities and the State.			
Focus Areas	WAMIA Saleyard - Muchea Livestock Centre	Regulation and compliance	Policy and advice	Organisational Excellence
Goals	A world class, financially sustainable Muchea Livestock Centre.	Effective and efficient meat processing regulation and compliance, focused on equity and fairness, that supports the reputation of the WA meat industry.	Provision of clear, effective, and timely advice on the meat and livestock industry to government.	WAMIA is recognised as a leader in the meat industry, and an employer of choice.
	Demonstrated leadership and best practice in animal welfare, biosecurity and work health and safety.			Continued focus on organisational frameworks and best practice governance models.
	Utilising assets and cash reserves to optimise benefits to industry and government.			

About WAMIA

WAMIA is an independent WA Government Statutory Authority established under the Western Australian Meat Industry Authority Act 1976 (WAMIA Act).

Under the WAMIA Act, the Authority's responsibilities include:

- Oversight of establishments and facilities involved in the sale of livestock, slaughter of animals, and processing of carcasses for human consumption; including the operations, capacity and performance of abattoirs and meat processing works,
- Implementing schemes and practices for branding of carcasses or meat,
- Ownership and management of the Muchea Livestock Centre,
- Encouraging and promoting improved efficiency throughout the meat industry, and
- Providing advice to the Minister, particularly with regards to management of conflicting interests within the meat and livestock industries, and the future requirements for saleyards, abattoirs and processing works.



(L-R) I-Lyn Loo, A/CEO, Lisa Parmenter, Saleyard Officer, Jackson Parks, Saleyard Officer, Judy Niblett, Executive and HR Officer

To perform these functions, the WAMIA Act allows WAMIA:

- To acquire, hold, manage, improve, develop and dispose of real and personal property,
- To enter into management contracts,
- To participate in business arrangements (subject to Ministerial approval), and
- To appoint agents or engage persons under contracts for services to WAMIA.

WAMIA operates under the direction of an eight member, Ministerially-appointed Board. There are 17.5 full time equivalent (FTE) employees as well as a team of casual employees working a small number of hours per week due to the nature and variability of activities in the Muchea Livestock Centre.



Minister for Agriculture and Food

WAMIA Board

Chief Executive Officer

Muchea
Livestock Centre
10.5 FTEs

Business
and Regulatory
Functions
7 FTEs



(L-R) Peter Malady, Saleyard Manager, Jesse Birkin, A/Team Leader, and Dr David Wrigton, Animal Welfare Veterinary Service, celebrating WAMIA's Excellence in Animal Welfare Award from the Australian Livestock Markets Association



About this Strategic Plan Review

The WAMIA Board undertook a review of its 2020-25 Strategic Plan to ensure it continued to guide WAMIA to make informed decisions, adapt to changing circumstance and remain sustainable and effective.

The review process has sought to broaden the strategic plan to more fully reflect the suite of WAMIA's functions and responsibilities. In particular, the WAMIA Board has recognised the importance of growing the scope of its activities to align more strongly with its functions as defined under the WAMIA Act.



LINLEY
VALLEY
POPP



I-Lyn Loo, A/CEO, and Peter Spackman



WAMIA's Strategic Foundations



Purpose

To oversee and enable a thriving WA meat and livestock industry via:

- Innovative industry solutions,
- An independent, accessible livestock exchange facility,
- Effective regulation, and
- Informed advice to State Government.

Vision

A successful and sustainable WA meat and livestock industry contributing economic and social benefits to regional communities and the State

Values



Integrity

Our actions are honest, ethical and transparent



Leadership and Accountability

We lead by example and take responsibility for our actions and behaviours



Courage and Innovation

We foster innovation, continuous improvement, and proactive solutions to industry and operational challenges



Collaboration

We listen, communicate, and nurture strong and enduring relationships

Influences

The WAMIA Board has identified governance, stakeholder and organisational elements and trends likely to influence WAMIA's operating environment over the remaining period of this strategic planning cycle.



Focus Areas, Goals and Strategies

Focus Area 1: WAMIA Saleyard – Muchea Livestock Centre		
GOALS	STRATEGIES	
A world class, financially sustainable Muchea Livestock Centre.	S1.1	Evolve business analytics and reporting systems for the WAMIA Livestock Centre to: <ul style="list-style-type: none"> • monitor and keep under review, operating costs, fees and charges associated with the Muchea Livestock Centre, and • connect throughput of the Muchea Livestock Centre to industry and market conditions and trends.
	S1.2	Identify opportunities for new business and income diversification associated with the Muchea Livestock Centre.
	S1.3	Develop effective strategic asset and maintenance plans for the Muchea Livestock Centre.
Demonstrated leadership and best practice in animal welfare, biosecurity and work health and safety.	S1.4	Adopt electronic identification technology for sheep and goats ahead of 1 July 2025 and promote industry uptake through Open Days, training, testing, and information sharing once installed.
	S1.5	Sustain the focus on animal welfare, biosecurity and workplace health and safety, including improved frameworks for management and reporting with stakeholders.
Utilise assets and cash reserves to optimise benefits to industry and government.	S1.6	Assess options for Muchea land assets.
	S1.7	Direct use of WAMIA's cash reserves and assets to the strategic benefit of the WA meat and livestock industry.
Focus Area 2: Regulation and Compliance		
GOAL	STRATEGIES	
Effective and efficient meat processing regulation and compliance, focused on equity and fairness, that supports the reputation of the WA meat industry.	S2.1	Clarify WAMIA's compliance roles internally, and with stakeholders.
	S2.2	Prepare a Compliance Resourcing Plan that addresses funding in order to sustain compliance operations.
	S2.3	Foster collaborative relationships with WA meat processors, emphasising a cooperative and supportive role for WAMIA alongside its regulatory functions.

Focus Area 3: Policy and Advice

GOAL	STRATEGIES	
Provision of clear, effective, and timely advice on the meat and livestock industry to government.	S3.1	Establish the capability for policy and analysis, including data analysis and assessment of current industry trends and barriers.
	S3.2	Review methods of engagement with industry, including potentially: <ul style="list-style-type: none"> • Assessing the value of an Industry Advisory Group within WAMIA's governance structure, and • Broaden existing annual industry surveys to provide feedback on industry challenges.

Focus Area 4: Organisational Excellence

GOALS	STRATEGIES	
WAMIA is recognised as a leader in the meat industry, and an employer of choice.	S4.1	Develop and maintain WAMIA's reputation and profile to better align with its functions.
	S4.2	Support initiatives that attract and retain high quality employees and encourage stability of senior leadership in the organisation, including: <ul style="list-style-type: none"> • Investment in training and excellence, • Seek opportunities to support and reflect State diversity policies and representation in the organisation, and • Investigate opportunities for First Nations employment, including training and apprenticeships.
Continued focus on organisational frameworks and best practice governance models.	S4.3	Conduct a values process with WAMIA employees.
	S4.4	Explore future resourcing requirement for WAMIA to achieve its purpose and vision and review organisational structures and governance for effectiveness and efficiency.

Implementation

This review has established and communicated the Board's strategic intent and priorities for the remaining 2 years of the strategic planning cycle.

The WAMIA Board and employees are committed to growing the scope of its activities to align more strongly with its functions as defined under the WAMIA Act, and to grow its relationships with government and industry stakeholders to progress the strategies that have been identified.

Key influences on the ability to progress this Strategic Plan include:

- **Budgets and resourcing** - the ability to secure required funding will influence WAMIA's capacity and therefore timelines for key initiatives within the Strategic Plan
- **Change management** - the expectations around WAMIA's change of direction will take time and require a deliberate change management approach
- **Time** required to mobilise projects and initiatives, relative to WAMIA's strategic planning cycle
- **Role clarity** and a focus for WAMIA on its core functions
- **Political environments** - changes in policies impacting on the meat and livestock sector



Jesse Birkin, A/Team Leader, in the sheep yards.

The following activities and tools will support monitoring and evaluation of performance, impact and effectiveness:

1. Development of an Implementation Plan

WAMIA will prepare an operational plan outlining actions and activities to be undertaken to deliver on the strategic plan. This will be submitted to the Board for its initial endorsement, as well as regular (quarterly) progress updates.

2. Reporting

For the balance of this strategic planning cycle, Board items will be linked to Strategic Plan initiatives to keep it alive and relevant, and budget reporting will continue to occur via business segments to support monitoring of financial sustainability.

3. Stakeholder awareness, communication and sentiments

The Strategic Plan will be used as a communication tool with external stakeholders to raise the profile of WAMIA and increase awareness of its full suite of functions. Stakeholder sentiment will be monitored via social media monitoring and future surveys to capture and report on stakeholder sentiment about the organisation.



Peter Malady, Saleyard Manager, (2nd from left) with the Allflex team during the installation of the electronic identification scanning equipment for sheep and goats in Muchea Livestock Centre.



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