

Strategic Plan Outline 2023 - 2025

OUR PURPOSE

To support and promote agricultural and community prosperity.

OUR MISSION

To provide premium platforms to connect decision makers, and showcase the agricultural sector, while benefitting the community.

OUR VISION

To advance agriculture through the three pillars of growing industry, seeding connections, and cultivating community.

OUR CORE VALUES

Our values guide our decisions and underpin the activities we undertake toward achieving our vision and mission.

One Team

We are one team. Every role plays a part in our shared success. We collaborate and support each other in everything we do. We act with open communication, transparency, and mutual respect.

Safety First

We behave with care to protect each other and our stakeholders.

Be Brave

We are brave and adapt to evolving requirements. We are not afraid to continuously learn and improve.

OUR GOALS

Our goals are the foundation to our strategic objectives. They expand on our vision and help us achieve our mission.

1. Deliver Dowerin Machinery Field Days
2. Grow partnerships
3. Empower people
4. Leverage our brand
5. Optimise infrastructure
6. Ensure compliance
7. Strengthen governance

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GOAL ONE

Deliver Dowerin Machinery Field Days, and other complementary events

- Deliver a safe and profitable DMFD annually, and deliver other events to complement the vision and mission of DEM.
- Deliver event offerings and experiences which meet and exceed expectations of the stakeholders, in a way which is sustainable.
- Engage, understand, and serve DMFD exhibitors.
- Engage, understand, and serve DMFD audiences.

GOAL TWO

Grow Partnerships

- Identify, engage, and sustain key event corporate sponsorships aligning with DEM's objectives.
- Identify, engage, and sustain relationships with key government departments, regional organisations and individuals that support DEM's objectives.
- Develop and maintain strong relationships with all media outlets.
- Review, engage, and maintain key supplier relationships and agreements to ensure best delivery of event services.
- Continue collaborating with the Shire of Dowerin to continually improve the DMFD event site, as well as investigate new opportunities to collaboratively promote the event and mission.
- Maintain collaboration with Dowerin community groups and businesses to support the town's sustainability.
- Develop a "Team Wheatbelt" plan, including building relationships with stakeholders across the Wheatbelt to amplify our message, leverage relevant opportunities and cross-promote messages for a broader regional impact.

GOAL THREE

Empower People

- Establish a Community and Culture subcommittee.
- Task the Community and Culture subcommittee with implementing a code of conduct outlining our "one team" culture, values and expected behaviours.
- Document the organisational structure.
- Document existing and future roles and responsibilities for operational staff to achieve mission and goals, and review these annually.
- Develop a career pathway to build a permanent workforce of key event managers.
- Document existing and future roles and responsibilities for volunteers to assess adequate DMFD event resourcing and review these needs annually.
- Attract new and increasing numbers of volunteer groups through promoting the community benefits of partnering with DEM.

GOAL FOUR

Leverage our Brand

- Articulate the current strength of the event brands and their equity and develop and identify partnership opportunities which support the vision and mission of DEM.
- Implement new DMFD logos and the updated style guide to complement the existing brand values and tag lines.
- Trademark-protect logos, ensure control of all intellectual property sits with DEM, and enforce compliance accordingly.
- Conduct annual targeted marketing and communications activities tailored to audience demographics and platform opportunities.

GOAL SEVEN

Strengthen Governance

- Establish a Board skills matrix to identify desired skills, experience, and backgrounds to attract a diverse and effective Board.
- Review and implement the Board induction process.
- Implement a new principle that non-Dowerin residents can hold Board positions.

GOAL FIVE

Optimise Infrastructure

- Establish a Precinct and Infrastructure subcommittee.
- Task the Precinct and Infrastructure subcommittee to review the site plan and make recommendations for improvements and upgrades including a permanent building structure policy and develop a three-year action plan of works to commence in 2023.
- Establish a Site Maintenance subcommittee.
- Task the Site Maintenance subcommittee to review the site maintenance and develop a monthly action plan of works.
- Develop an annual budget allocation for asset regeneration.
- Re-evaluate the site assets register annually.
- Assess and address Wi-Fi reliability annually.

GOAL SIX

Ensure Compliance

- Establish an Audit and Risk subcommittee.
- Task the Audit and Risk subcommittee to oversee financial reporting processes and assess and update the 2022 Event Management Plan, Risk Management Plan, Risk Register, Site Induction and Emergency Response Plan to reflect improvements and ensure they continue to capture new requirements, risks, and mitigation strategies.
- Assess and update operational procedures to reflect changes made to Event Management Plan, Risk Management Plan, Risk Register, Site Induction and Emergency Response Plans.
- Establish Safety First as a core value and reinforce expectations of required behaviour.

IMPLEMENTATION

DEM and DMFD has a long and proud history and an established and positive reputation.

Through refocusing on DMFD as a business event and making decisions through the lens of our mission and vision, DEM can achieve new and greater opportunities for the agricultural industry and the communities who rely on the sector.

This will be achieved by:

- Assigning responsibility for each strategic objective and project.
- Holding staff and Board accountable to the strategic plan.
- Engaging community and stakeholders on the journey.
- Reviewing this strategy annually to maintain focus, leverage new and emerging opportunities and ensure the plan continues to serve and help achieve our mission and vision.

HOW WILL WE MEASURE SUCCESS?

1. DEM and DMFD to be considered a “leader” in the state in promoting the agricultural industry and rural communities.
2. Maintain investment into community and optimise investment impact.
3. DMFD exhibitor attendance and satisfaction levels are maintained or exceeded in line with our purpose.
4. DMFD visitor attendance and satisfaction levels are maintained or exceeded in line with our purpose.
5. Maintain long-term partnerships.
6. Build and maintain a great organisational culture.
7. Permanent staff and long-term contracts in place to ensure consistency and capability in resourcing.
8. Strength of the event brands and their value is articulated and protected.
9. Precinct and infrastructure upgraded to suit operational needs.
10. Deliver “safe” events each year.
11. Attract new and diverse talent to the Board and evolve the structure.