
Creating our future: The ACG Operating Plan 2007 to 2008: Final Draft

**Report for
Australian Citrus
Growers Board
March 2007**



The ACG 2-Year Operational Plan 2007 & 2008

Section 1 The ACG Plan

The Structure of the Operating Plan

Linking the Vision to Outcomes

The 2006-2008 ACG Operating Plan recognises the need to move from Vision to Action by utilising the following planning structure to highlight the linkages between elements of the Plan.

The Operating Plan utilises a similar structure to the Industry Strategic Plan to ensure uniformity and integration of the Plans.

ACG recognises that as the Grower Peak Industry Body, the organisation has a significant role in delivering outcomes of the Industry Strategic Plan although it is limited in the extent of its activities by available resources.

Purpose & Objectives

ACG's primary focus

Strategies

Broad strategic directions for achieving the ACG Vision

Strategic Goals

High level goals and actions for delivering the Strategies

Project Action Plans

The Project Plans required to deliver elements of the Strategic Plan.

ACG SWOT Analysis

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> ④ Capacity to collate a national information database ④ Analysis capability ④ National networks ④ Regional resources ④ Recognised as THE Citrus industry PIB ④ ACG Board has the capability to develop and implement policy 	<ul style="list-style-type: none"> ④ Under-resourced to implement the Strategic Plan ④ Who do we represent? ④ Members perception of “diluted influence” ④ No strategic focus ④ Roles are unclear ④ Limited interactions with levy payers ④ Limited engagement with corporate growers
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> ④ Improving Communications and IT technologies ④ Industry readiness for change ④ Grower demand for a strong, national body ④ High levels of global citrus R&D 	<ul style="list-style-type: none"> ④ Difficulties in accessing staff & skills in regional areas ④ Many growers feel powerless and are placing blame. ④ Large growers dissolving the regional and national levies ④ Lack of knowledge of supply and demand impacts ④ Fragmentation and distrust between, and within industry sectors.

ACG Purpose

- ④ A national body representing grower interests and collective views to government and industry
- ④ Helping growers understand their operating environment and make informed decisions
- ④ Shaping and informing grower's views on major issues
- ④ A central point of contact for media and government
- ④ Communication of R&D outcomes to growers

“To shape and deliver national industry services that benefit citrus grower businesses and the wider industry.”

Key Objectives & Strategies

Key planning objectives for ACG are:

1. Develop a World Class organisation;
2. Facilitate the alignment of industry organisational structure
3. Facilitate delivery of the Industry Strategic Plan;
4. Improve the way we analyse, manage and disseminate information;
5. Develop and implement “Engagement Strategies” for levy payers, members, government and the commercial sector to progress the strategic interests of Citrus Growers and the Industry;
6. Improve Grower ROI for investment of levy funds; and
7. Ensure we have appropriate resources.

ACG recognises that as the recognised Peak Industry Body, it must develop stable relationships with citrus growers, industry organisations, government and the citrus supply chain in order to increase the profitability of growers.

ACG also recognises that as a small industry body with limited resources and a large mandate, it must be effective in applying these resources to optimise returns for growers. Central to this theme is that ACG will need to assume a facilitative role with industry to ensure that key elements of the Industry Strategic Plan are addressed.

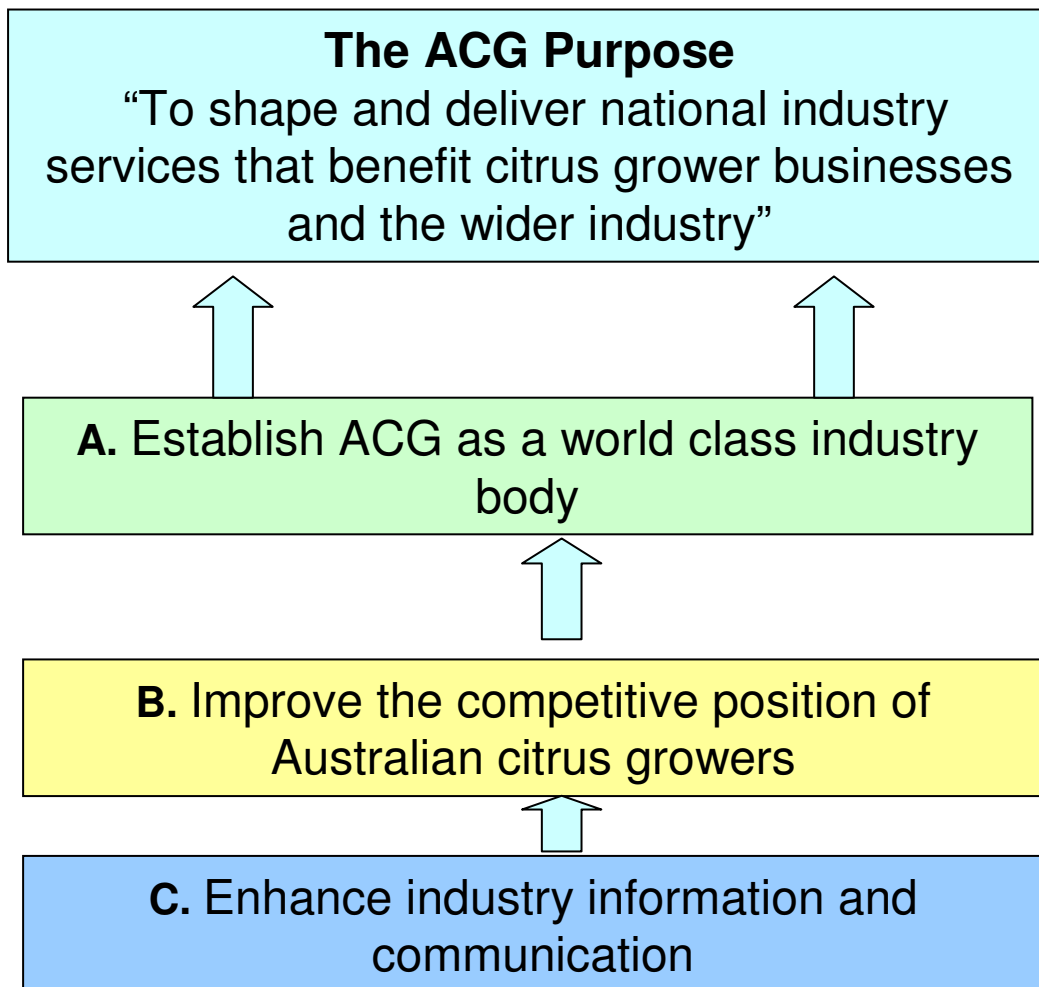
As a world class organisation, ACG must develop a commercial, market-led focus, whereby management and the Board, are clearly and measurably delivering outcomes that impact the sustainability and profitability of Australian citrus growers.

Based on an analysis of ACG and the Industry Strategic Plan, ACG will address following internal strategies to develop the organisation and to assisting industry in achieving the outcomes of the Strategic Plan:

- A. Establish ACG as a world class industry body
- B. Improve the competitive position of Australian citrus growers;
- C. Enhance industry information and communication

ACG Strategies

The Strategies to address the Industry Strategic issues and ACG's purpose are summarised below.



Strategy to Action

Each Strategy is supported by a series of Strategic Goals and Projects. These are outlined below. Each Strategy is detailed in the following section of this report.

<i>Strategies</i>	<i>Strategic Goals</i>
A. Establish ACG as a world class industry body	<ol style="list-style-type: none">1. Enhance industry leadership2. Develop effective internal systems & processes to optimise resource use
B. Improve competitive position	<ol style="list-style-type: none">1. Establish & implement strategic policy plans and frameworks for critical industry issues2. Coordinate national industry marketing and promotion programs
C. Enhance industry information and communication	<ol style="list-style-type: none">1. Enhance industry information management and systems2. Enhance industry skills, communication & collaboration3. Enhance industry management and leadership skills

Linkages to the Industry Plan

The linkages between the ACG Operating Plan and the Citrus Industry Strategic Plan are highlighted in the table, below..

<i>ACG Strategies</i>	<i>Industry Strategic Goals</i>
A. Establish ACG as a world class industry body	4. Enhance the capability of industry and leadership
B. Improve competitive position	1.2 Grow export markets 1.4 Grow consumption of fresh Australian citrus juice 2.2 Encourage a focus on 'whole-of-chain' productivity improvement
C. Enhance industry information and communication	3. Improve industry communication and information systems

Section 2

ACG Strategy #A

Establish ACG as a world
class organisation

Strategy A: Establish ACG as a world class organisation

Strategic Outcome:

- To lead and represent Australian growers in a globally competitive environment.

Rationale:

ACG represents the interests of Australia's citrus growers in a global environment. In aspiring to be a world class organisation, ACG seeks to lead the industry through a commercially dynamic environment.

Strategic Goals:

A.1 Enhance Industry Leadership

A.2 Develop effective internal systems and processes to optimise resource use

C. Establish ACG as a world class organisation

Strategic Goal A.1: Enhance our Industry Leadership role

ACG Business Case/Rationale:

1. Ensure that ACG is placed to lead industry by example through a focus on commercial drivers, skills development and collaborative engagement.

Key Assumptions:

ACG is accepted as the key national body to drive major structural and operational changes.

Significant Risks:

ACG is under resourced for critical tasks

ACG efforts are undermined by parochialism and sectoral interests

Key performance indicators:

Adoption of a more commercially-based industry organisational structure

Increased participation of young people

Increased skills based appointments

Implementation of priority programs in the industry strategic plan

Projects:

A.1.1 Facilitate the alignment of the industry organisational structure

A.1.2 Facilitate delivery of the industry strategic plan

A.1.3 Encourage industry participation in structured leadership programs

A.1.4 Encourage skills-based involvement in industry organisation, boards of directors and committees

A.1.5 Collaborate with other industries to address shared issues

A.1.6 Encourage the development and application of effective planning, monitoring and evaluation systems at all levels across the industry

A.1.7 Establish effective Engagement Strategies with key stakeholders and groups

A.1.8 Develop a Young Leaders Program in association with other horticultural and agricultural industries

A. Establish ACG as a world class organisation

Strategic Goal A.2: Develop effective internal systems and processes to optimise resource use

ACG Business Case/Rationale:

1. ACG needs to ensure, based on best practice governance standards, that it has effective internal systems and processes in order to efficiently and effectively deliver outcomes for growers and to optimise resource use.

Key Assumptions:

ACG has developed a sound base of internal systems & processes and has the capacity for continual development and improvement.

Significant Risks:

ACG is under resourced or places lower priority for continual internal improvement

Key performance indicators:

Improving cost indicators

Improved transparency in internal systems & processes

Outcome not activity based performance

Projects:

A.2.1 Review, document and reengineer existing processes

Section 3

ACG Strategy #B

Improve the competitive
position of Australian
citrus growers

Strategy B: Improve the competitive position of Australian citrus growers

Strategic Outcome: to address strategic issues on behalf of growers and industry

Rationale:

- ④ ACG is the recognised peak industry body for the Australian citrus growing industry.
- ④ ACG is in a position to effectively communicate with Government on global and national issues and to build alliances with other national bodies to address issues of mutual concern.
- ④ An effective advocacy service built on a foundation of strategic policy development
- ④ Advocacy is especially important in the areas of: expanding and maintaining Market Access to key export markets; biosecurity, natural resource management, supply chain transparency etc

Strategic Goals:

- B.1 Establish and implement Strategic Policy plans and frameworks for critical industry issues;
- B.2 Coordinate national industry marketing and promotion

Strategy B. Improve our competitive position

Strategic Goal B.1: Establish and implement Strategic Policy plans and frameworks for critical industry issues

ACG Business Case/Rationale:

1. Ensure that ACG has comprehensive knowledge of the issues impacting industry and has structured approach to addressing key issues

Key Assumptions:

ACG is well informed about key industry issues and has the capability and resources to address them on behalf of industry.

Significant Risks:

ACG is under-resourced for critical tasks

ACG efforts are undermined by uncoordinated industry lobbying

Key performance indicators:

Increasing grower and industry awareness & satisfaction

Projects:

- B.1.1 Develop and Implement a policy framework for Market Access & Development to key export Markets
- B.1.2 Develop policies to ensure the industry and government resources are focused on enhancing citrus exports while minimising imports
- B.1.3 Develop a policy framework to ensure the maintenance of biosecurity controls to minimise the risk of disease and/or pest incursions
- B.1.4 Encourage the adoption of sound business principles to underpin all transactions and alliances
- B.1.5 Develop a policy framework to focus resources on minimising the impact of government and industry compliance costs on the citrus industry
- B.1.6 Ensure industry policies maintain a “fresh and natural” national image for use in marketing premium quality Australian products.
- B.1.7 Develop natural resource management policies for the citrus industry that help streamline industry expansion

Strategy B. Improve our competitive position

Strategic Goal B.2: Coordinate national industry marketing and promotion

ACG Business Case/Rationale:

ACG, as the peak industry body representing a citrus growers, has direct responsibility to levy payers for the investment of industry levies and funds.

ACG has a responsibility to ensure that marketing and promotion efforts for Australian citrus are coordinated and effective.

Key Assumptions:

ACG has the expertise to contribute to strategic marketing planning.

Industry bodies are willing to coordinate marketing and promotion expenditure.

Significant Risks:

- ACG is under-resourced for critical tasks
- ACG efforts are undermined by uncoordinated industry activities

Key performance indicators:

- Increasing grower and industry satisfaction
- Increased demand for Australian citrus fruit and products

Projects:

B.2.1 Develop strategic Marketing and Promotion Programs for Australian domestic markets

B.2.2 Develop an Industry Plan with Juice Processors to grow the 100% Fresh Citrus Juice market

Section 4

ACG Strategy #C

Enhance industry skills,
information and
communication

Strategy C: Enhance industry skills, information and communication

Strategic Outcomes:

- *to enhance through chain communication and business skills; and*
- *to provide quality, targeted information to assist industry in making informed decisions*

Rationale:

Fragmentation of the industry represents a significant risk to sustain industry growth in a fiercely competitive international market. The Australian citrus industry is small relative to competitors.

Adopting a collaborative approach is a strategy that can enable the industry to compete more effectively, survive and prosper.

The citrus industry has a long investment cycle coupled with a relatively short growing season and limited product shelf life. Access to quality target information is critical to enable industry participants to make informed business decisions.

Strategic Goals:

- C.1 Enhance industry information management and systems
- C.2 Enhance industry skills, communication and collaboration
- C.3 Enhance industry management and leadership skills

B. Enhance industry information and communication

Strategic Goal C.1: Enhance industry information management and systems

ACG Business Case/Rationale:

In a globally competitive environment, industry businesses are demanding access to higher quality, more timely information that improves the quality of their decision-making.

Key Assumptions:

- Industry can clearly articulate its information needs
- Specialist information services will be delivered on a “user pays” basis
- **Significant Risks:**
- The cost of acquisition, analysis and delivery outweighs the potential benefits to individual businesses
- The integrity of information supplied by industry is questionable.

Key performance indicators:

- Increasing levels of grower and industry satisfaction
- Adoption rates of industry information services

Projects:

- C.1.1 Develop an effective industry Communication Plan that enables delivery of information in a range of formats to meet specific needs and budgets
- C.1.2 Establish Information Systems and Services that enable industry to monitor export markets and competitors
- C.1.3 Establish Information Systems and Services that enable industry to monitor, update and report domestic industry volumes and prices by product, market and end-user
- C.1.4 Establish mechanisms to develop and communicate annual long-term production estimates for industry decision-making
- C.1.5 Establish an industry knowledge base of citrus consumer perceptions and trends

C. Enhance industry information and communication

Strategic Goal C.2: Enhance industry communication and collaboration

ACG Business Case/Rationale:

To improve industry focus, cooperation and returns through better communication and priority setting.

Whole of chain involvement in establishing R&D priorities is critical to ensure effective investment of funds

Key Assumptions:

- Industry is willing to discuss and resolve key issues
- Successful collaborative arrangements already exist
- R&D priority setting will be improved by whole of chain involvement

Significant Risks:

- Major supply businesses choose not to be involved
- Sectors of industry do not perceive the potential benefits of improved communication

Key performance indicators:

- Increasing levels of grower and industry satisfaction
- Industry participation rates

Projects:

C.2.1 Promote and convene the National Citrus Industry Conference

- ❖ Ensure the conference is relevant to industry, not just growers

C.2.2 Restructure the Citrus Industry Advisory Committee

- ❖ Ensure whole of chain involvement

C.2.3 Establish a Citrus Exports Forum

- ❖ Ensure that exporters collaborate to exploit export market opportunities

C. Enhance industry information and communication

Strategic Goal C.3: Enhance industry management and leadership skills

ACG Business Case/Rationale:

In a globally competitive environment, it is essential that industry has the necessary skills to manage and lead successful businesses and effective organisations.

Key Assumptions:

- Training and education will improve industry competitiveness
- Existing training and education programs are adequate for industry needs.

Significant Risks:

- Sectors of industry do not perceive the potential benefits of improved training and education.

Key performance indicators:

- Increasing levels of grower and industry satisfaction
- Participation rates in industry training programs

Projects:

C.3.1 Improve access to skills and business training that will create value for industry

C.3.2 Foster initiatives to develop industry awareness of global competitors, innovation and markets

Section 5

Operational Summary

Summary of ACG Budgets,
Projections, Resourcing and
Staffing Plans

Project Budgets

Project Budgets & Responsibilities:

Project	Priority	Budget	Source
A.1.1 Facilitate the alignment of the industry organisational structure	1	100,000	DAFF ACG
A.1.2 Facilitate delivery of the industry strategic plan	2	80,000	DAFF ACG
A.1.1 Develop and Implement a policy framework for Market Access & development to key export Markets			
A.1.4 Encourage the adoption of sound business principles to underpin all transactions and alliances			
A.1.3 Develop a policy framework to ensure the maintenance of biosecurity controls to minimise the risk of disease and/or pest incursions			
A.2.1 Develop strategic Marketing and Promotion Programs for Australian domestic markets			
A.2.2 Develop an Industry Plan with Juice Processors to grow the 100% Fresh Citrus Juice market			
B.2.3 Establish a Citrus Exports Forum			
B.2.1 Promote and convene the National Citrus Industry Conference			

ACG Staffing Plan

Based on the Project priorities outlined above, ACG will acquire a mix of skills and expertise to deliver the operating plan. The Skills Matrix below, highlights the skills and actions required. The ACG staffing model and plan are based on the Skills Matrix.

<i>Skills Required</i>	<i>Skills Inventory*</i>	<i>Action Plan</i>
Strategic Policy Development	4	Recruit policy specialist
Change Mgt/Organisational change	4	Recruit Director; specialist advisor
Strategic marketing/promotion	4	Outsource; recruit specialist advisor
Processing	4	Increase collaboration
Exporting	4	Increase collaboration
Strategic planning/implementation	3	outsource
Event management	2	Improve systems; outsource
Lobbying	2	Outsource
Project management	2	Improve systems
Administration & governance	2	Recruit & improve systems

* Skills Inventory: current skills – scale 1 = superior; 5 = inadequate

Resource Plan

In order to deliver the Operating Plan, ACG will require the following resources:

Fiscal External funding (DAFF, HAL)

Utilisation of reserves

Human Board: Independent Directors

Staff: administration

Outsourced consultants/experts

Physical Office equipment; workspace alignment

Consolidated Budgets

The ACG Budget is summarised in the following table.

Citrus IAC Priorities

Section 6
Priority Strategic Actions for the
Citrus Industry Advisory
Committee

(TO BE COMPLETED)

[LINK](#)