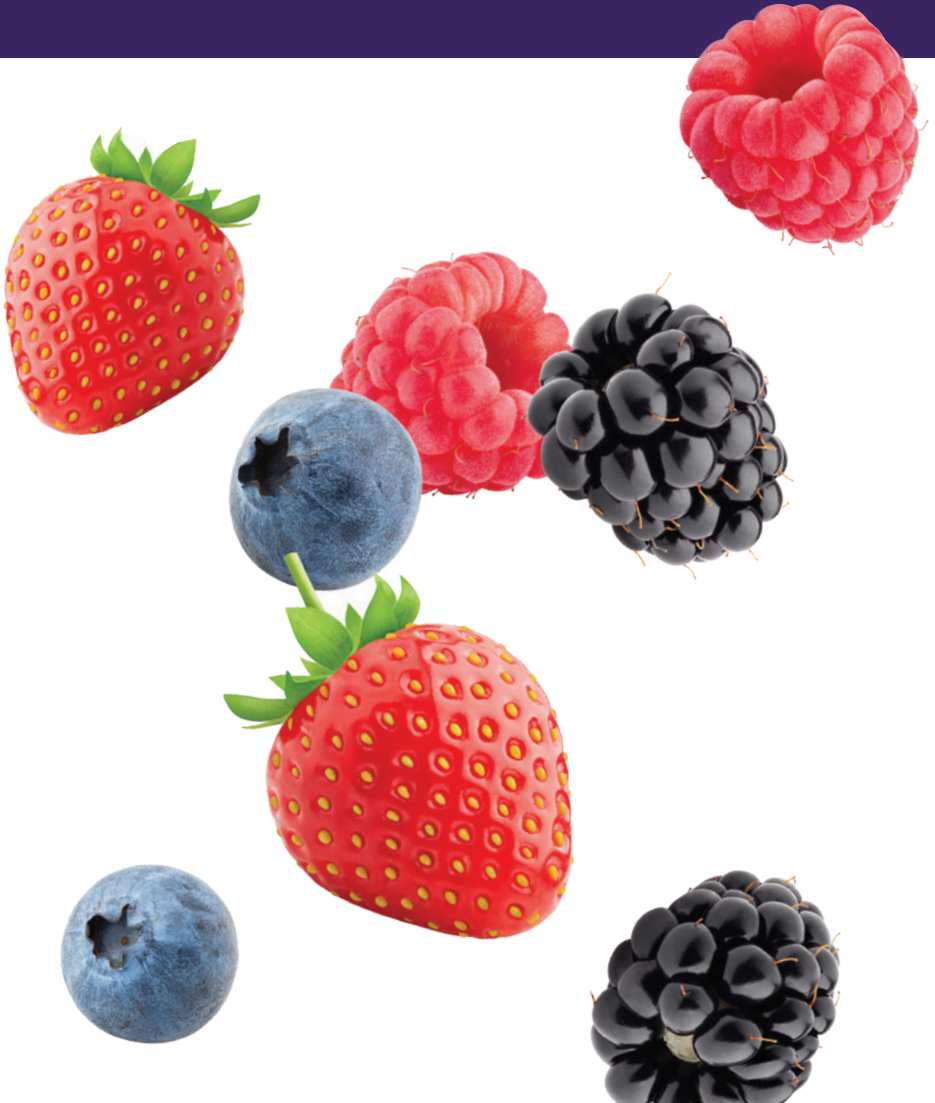




Strategic Plan 2022–2025



PRIORITY: SUCCESS IN DOMESTIC & OVERSEAS MARKETS

Goal

Increased domestic consumption of berries & improved access to high-value berry export markets

OUTCOMES	STRATEGIES	SUCCESS INDICATORS
Quality standards for domestic & export product	Undertake a quality standards project including investigating opportunities to set up improved traceability & market signals	Quality standards developed for all berry categories
Effective marketing campaigns that increase domestic consumption of berries without compromising price	Detailed market research across all categories of berry with results available to all growers Marketing campaigns for all berry categories developed through relevant mechanism (either Berries Australia or Hort Innovation)	National Marketing campaigns for all three berry categories implemented with appropriate M&E
Australian berries are valued around the world as a premium product	Implement market development programs in existing priority export markets including development of berry Unique Selling Propositions (USP) for key markets Build grower capacity to ensure they understand how to best engage with export opportunities Establish quality standards for export markets & educate growers	Increase in export volume &/or value for relevant markets
A favourable policy & regulatory environment developed through cultivation of key networks & evidence-based policy positions	Build networks with relevant government agencies & political leaders Provide well researched high-quality input into government consultation processes Develop communication channels with growers to ensure that information about the berry industry is accurate & reflects the on-ground experience Engage media thoughtfully & appropriately	Berries Australia is engaged by governments on all issues relevant to berries Media outlets approach Berries Australia as first choice on relevant issues Membership of berry peak industry bodies is maintained & growers engage with communication materials
Market access to high value markets is prioritised & supported by effective R&D	Implement the recommendations of the berry market access strategies through delivery of the market access & trade development project Ongoing engagement with Department of Agriculture, Water & the Environment (DAWE) to ensure open communication lines	R&D programs in place that deliver the R&D needed to negotiate market access
Access to trusted market insights that inform decision-making	Develop market insights platforms & train growers in how to utilise market information to make export decisions	Market insights dashboard developed Regular export articles in berry industry communication tools 50% of growers access the export dashboard & attend training

PRIORITY: MORE RESILIENT BERRY BUSINESSES

Goal

**Berry businesses that are more profitable, resilient,
& innovative in managing price & cost volatility**

OUTCOMES	STRATEGIES	SUCCESS INDICATORS
Clear & understood drivers of berry farm profitability & productivity communicated to growers	<p>Facilitate cross learning between drivers on berry farm profitability & productivity & communicate to growers through industry communication & extension projects</p> <p>Investigate decision support tools to assist growers with improving profitability</p>	<p>Increased grower engagement with information regarding profitability drivers</p> <p>Uptake of decision support tools</p>
Clear & well communicated fruit quality standards	<p>Undertake quality standards project & communicate standards to growers</p> <p>Engage with retailers & other customers to support quality standards</p>	<p>Improved quality of domestic berries</p> <p>Adoption of quality standards by growers & retailers</p>
Expanded range of risk management tools for price & cost volatility	<p>Explore options for improved traceability across the supply chain</p> <p>Investigate decision support tools to assist growers with improving profitability</p> <p>Engage effectively with key supply chain participants</p>	<p>Increased prices back to growers</p> <p>Less volatility in the marketplace</p>

PRIORITY: A RELIABLE WORKFORCE ACROSS ALL SKILL LEVELS

Goal

A reliable, fit-for-purpose workforce & an industry that provides clear development pathways, ethical treatment & fosters a safe work culture

OUTCOMES	STRATEGIES	SUCCESS INDICATORS
<p>Greater awareness of Australian berry farming as an attractive industry with rewarding careers</p>	<p>Work with other horticulture sectors & existing government programs to promote the range of opportunities within the berry industry</p> <p>Attend key events to attract good workers to the industry</p> <p>Develop local campaigns showcasing positive berry employment stories</p> <p>Educate growers on how to be an 'employer of choice' for skilled workers</p>	<p>Increased understanding across the berry sector of the value of retaining skilled employees</p> <p>Increased interest from workers in more highly skilled roles in berry enterprises</p>
<p>Clear & supported skill development & career pathways</p>	<p>Link with existing programs to develop fit-for-purpose training for growers & their workers & promote back to industry & workers</p>	<p>Suite of courses designed & taken up by growers & workers</p>
<p>Access to capable & skilled farm employees & service providers</p>	<p>Explore visa options such as the Horticulture Industry Labour Agreement (HILA) & the new skilled stream for the Ag Visa</p> <p>Work with Australian Fresh Produce Alliance & National Farmers Federation Hort Council to support initiatives to increase engagement of skilled workers in horticulture</p> <p>Ongoing engagement with government at all levels to support workforce initiatives e.g. QLD Horticulture strategy, VIC Horticulture workforce working group</p>	<p>HILA evaluated for suitability for key berry growing regions</p> <p>The needs of the berry industry reflected in workforce strategies</p> <p>Smooth uptake of Ag Visa skilled workers by the berry industry</p>
<p>Access to a reliable seasonal workforce</p>	<p>Promote & facilitate the utilisation of Ag Visa & Pacific Australia Labour Mobility (PALM) workers within the berry industry</p> <p>Explore regional collaboration opportunities to best utilise the pool of workers</p> <p>Educate growers on their responsibilities to become an industry of choice for seasonal workers & promote in the media</p> <p>Ongoing engagement with government & industry consultations on this issue</p>	<p>Berry growers become approved to utilise Ag Visa workers</p> <p>Increased uptake of PALM workers in the berry industry/more berry Approved Employers (AE)</p>
<p>Growers to have clear understanding of workforce obligations & uptake of third-party ethical sourcing programs to demonstrate compliance</p>	<p>Continue to host workforce education webinars through industry communication & extension projects</p> <p>Use the industry communication tools to provide information to grower base</p> <p>Work with Fair Farms to promote to smaller growers</p> <p>Continue to engage with the Fair Work Ombudsman (FWO)</p> <p>Use the Coffs & North Coast working group to promote ethical sourcing practices & raise workforce issues</p> <p>Develop an education strategy around potential new piece-rate obligations</p>	<p>Increased uptake of third-party ethical sourcing programs</p> <p>Fewer reports of non-compliance & worker mistreatment</p>

PRIORITY: STRONG COMMUNITY SUPPORT FOR BERRIES

Goal

Enhanced trust & value in the Australian berry industry, farmers & products

OUTCOMES	STRATEGIES	SUCCESS INDICATORS
The Australian berry industry is trusted & accepted by the community	<p>Continue to facilitate the Coffs & North Coast working group to promote the industry & address challenges</p> <p>Review & promote the Berry Code of Conduct</p> <p>Engage with government agencies, politicians & the media to promote the value of the sector</p> <p>Explore opportunities to fund an analysis of the economic importance of the berry industry to have up-to-date industry data</p>	New whole of Berries Code of Conduct developed & promoted nationally
Australian berries are valued for superior health & nutrition benefits	<p>Develop a database of up-to-date nutritional information & health claims & put on Berries Australia website</p> <p>Ensure the marketing campaigns are promoting the most up-to-date nutritional information</p> <p>Use social media platforms to promote berry nutrition</p>	Marketing campaigns reflect latest nutritional knowledge
The Australian berry industry is committed to the ethical treatment of workers	<p>Continue to host workforce education webinars through the industry communication & extension projects</p> <p>Use industry communication tools to provide information to grower base</p> <p>Work with Fair Farms to promote to smaller growers</p> <p>Continue to engage with the FWO</p> <p>Use the Coffs & North Coast working group to promote ethical sourcing practices & raise workforce issues</p> <p>Develop grower education resources to assist with new piece rate rules</p>	<p>Participation in consultation on new piece rate obligations & development of support material for growers</p> <p>Benchmark report on number of growers who have an ethical sourcing program in place</p>
The Australian berry industry is committed to the production of high-quality safe food	<p>Actively participate in discussions around the Harmonised Australian Retailer Produce Scheme (HARPS), Freshcare & other initiatives</p> <p>Actively participate in government consultation around food safety policy</p> <p>Maintain the crisis hotline & continue to promote the crisis management media policy around food safety & tampering incidents</p>	<p>Development of a new appropriate industry engagement mechanism for HARPS</p> <p>Prompt response to media enquiries & correction of any inaccurate stories</p>
Planning frameworks support industry to reach its potential	<p>Provide technical input to government planning consultations ensuring the perspective of the berry industry is captured & unintended consequences are avoided</p> <p>Work with the Protected Cropping Association (PCA) to identify issues relating to protected cropping structures & planning provisions & proactively engage with government at all levels to address these issues</p>	Improved planning frameworks across all jurisdictions to ensure the needs of the berry industry are met

PRIORITY: EFFECTIVE NATURAL RESOURCE MANAGEMENT

Goal

Profitable farm businesses that adapt to the changing natural environment & provide good stewardship of resources

OUTCOMES	STRATEGIES	SUCCESS INDICATORS
<p>Greater ability to manage off-farm impacts</p>	<p>Review & promote the Berry Code of Conduct</p> <p>Identify environmentally sensitive areas such as Coffs Harbour & implement specific management strategies to address off-farm impacts</p> <p>Explore opportunities to roll out Hort360 across all berry growing regions to benchmark current practice & identify opportunities for improvement</p> <p>Benchmark industry practice against the Hort Innovation Sustainability Framework</p>	<p>New whole of Berries Code of Conduct developed & promoted nationally</p> <p>Berry production benchmarked against the Hort Innovation Sustainability Framework</p> <p>Hort360 being rolled out</p>
<p>Understand climate risk to the berry industry</p>	<p>Engage in State government & other industry association climate conversations</p> <p>Communicate climate risk to growers & explore options to build resilience via a stand-alone project</p>	<p>Climate policy position developed & communicated to government & growers</p>
<p>Appropriate use of chemicals</p>	<p>Use the extension project to communicate to growers what their obligations are</p> <p>Continue to engage with state regulators & the Australian Pesticides & Veterinary Medicines Authority (APVMA)</p> <p>Set up a whole of berries minor use working group to ensure timely access to new chemistry & reflection of use patterns on labels</p> <p>Promote the development of Integrated Pest Management (IPM) projects</p> <p>Promote the MRL app to ensure growers stay up-to-date with export & domestic MRL requirement</p>	<p>Minor use working group established & functioning</p> <p>MRL app utilised by berry growers</p>
<p>Proactive management of biosecurity risks</p>	<p>Engage with Plant Health Australia (PHA), DAWE & state biosecurity departments & maintain strong networks</p> <p>Uphold obligations under the Plant Health Australia Emergency Plant Pest Response Deed (EPPRD) where relevant</p> <p>Promote on-farm biosecurity</p> <p>Educate growers on the need to report & provide support</p> <p>Liaise with state governments on changed interstate market access requirements</p> <p>Support growers in the event of an incursion with clear, concise communication</p> <p>Investment in proactive biosecurity R&D</p>	<p>PHA & EPPRD obligations upheld</p> <p>Biosecurity communication undertaken through the communication & extensions projects</p> <p>Pest & disease projects funded</p>
<p>Proactive management of food safety risks & development of a food safety culture</p>	<p>Engage with Food Standards Australia New Zealand (FSANZ), State regulators, HARPS, Freshcare & supply chain partners to maintain strong networks</p> <p>Support the development of effective extension strategies to encourage best practice food safety outcomes</p>	<p>Ongoing engagement in consultations with all parties</p> <p>Fact sheets & support materials developed & communicated for growers including culturally and linguistically diverse (CALD) growers</p> <p>Effective media management of any food safety issues & related risks</p>

PRIORITY: INNOVATIVE & RESPONSIVE GROWER ORGANISATION

Goal

An organisation that is grower-focused, with talented people who embrace innovative thinking & decisive action

OUTCOMES	STRATEGIES	SUCCESS INDICATORS
We are an effective team that delivers on association obligations & grower needs	<p>Manage team & undertake appropriate performance management activities</p> <p>Host Peak Industry Body (PIB) & Berries Australia meetings on a regular basis & prepare appropriate agendas & papers to support the committee</p> <p>Stay on top of governance obligations</p>	<p>Personal Performance Reviews undertaken for each team member & contracts kept up-to-date</p> <p>Committee meetings held regularly & papers distributed in a timely fashion</p> <p>All governance obligations met</p>
We deliver back to our levy payers with investments that align with grower priorities both directly & through Hort Innovation	<p>Establish whole of berries R&D committee to identify key issues</p> <p>Engage with Hort Innovation to ensure industry issues are addressed</p> <p>Support the extension team & provide opportunities for open discussion on industry issues they identify</p> <p>Build relationships with growers & encourage them to provide feedback on their priorities</p>	<p>Berry R&D committee established</p> <p>Berry R&D projects funded by Hort Innovation</p> <p>Regular participation in Industry Development Officer (IDO) meeting</p> <p>Grower visits, attendance at grower meetings, prompt response to grower enquiries</p>
We are a strong, well-respected voice for industry that leverages our networks to deliver policy outcomes for the berry industry	<p>Continue to manage relationships with other key industry associations & all levels of government at both the political & bureaucratic level</p> <p>Use grower communication networks to identify emerging policy issues</p> <p>Judiciously use the media & social media platforms to progress industry priorities</p> <p>Engage effectively with key supply chain participants</p>	<p>Effective networks with government</p>
We communicate effectively with our members	<p>Engage with members through a combination of the industry communication tools, Coffs & North Coast working group, grower meetings & grower visits to understand their issues & concerns</p> <p>Respond promptly & effectively to member concerns</p>	<p>PIB membership is stable or growing</p> <p>The number of levy payers increases</p>
We have effective & transparent management of resources & are financially stable	<p>Manage industry financials to ensure we are compliant</p> <p>Manage association funds responsibly & with the correct oversight</p> <p>Ensure Berries Australia is profitable through the identification & winning of appropriate projects utilising levy funds or other funding sources</p>	<p>Financial reports developed in a timely fashion</p> <p>Financial obligations managed promptly & appropriately</p> <p>Berries Australia is financially sustainable</p>
We provide evidence-based input into government consultation processes to progress the interests of our industry	<p>Create a network of technical experts on key policy issues</p> <p>Research key policy areas where appropriate</p> <p>Check positions with committee members & technical experts</p> <p>Respond to relevant government consultation processes with well researched positions supported by industry</p>	<p>All relevant levels of government consultation processes responded to appropriately</p>

Strategic Plan 2022–2025



berries
AUSTRALIA

PRIORITIES	GOALS	OUTCOMES									
<p>SUCCESS IN DOMESTIC & OVERSEAS MARKETS</p>	<p>Improved access to high-value export markets & increased domestic consumption</p>	<p>MORE RESILIENT BERRY BUSINESSES</p>	<p>Berry businesses that are more profitable, resilient, & innovative in managing price & cost volatility</p>	<p>A RELIABLE WORKFORCE FOR BERRIES ACROSS ALL SKILL LEVELS</p>	<p>A reliable, fit for purpose workforce & an industry that provides clear development pathways & fosters a safe work culture</p>	<p>STRONG COMMUNITY SUPPORT FOR BERRIES</p>	<p>Enhanced trust & value in the Australian berry industry, farmers & products</p>	<p>EFFECTIVE NATURAL RESOURCE MANAGEMENT</p>	<p>Profitable farm businesses that adapt to the changing natural environment & provide good stewardship of resources</p>	<p>AN INNOVATIVE & RESPONSIVE ORGANISATION</p>	<p>An organisation that is grower-focused, with talented people who embrace innovative thinking & decisive action</p>
<p>Australian berries are valued around the world as a premium product</p>	<p>The industry utilises modern business planning & management tools</p>	<p>Greater awareness of Australian berry as an attractive industry with rewarding careers</p>	<p>The Australian berry industry is trusted & accepted by the community</p>	<p>Greater ability to manage off-farm impacts</p>	<p>Berries Australia delivers back to the levy payers with investments that align with grower priorities both directly & through Hort Innovation</p>						
<p>A favourable policy & regulatory environment developed through cultivation of key networks & evidence-based policy positions</p>	<p>Clear & understood drivers of berry farm profitability & productivity</p>	<p>Clear & supported skills development & career pathways for business owners & employees</p>	<p>Australian berries are valued for superior health & nutrition benefits</p>	<p>Efficient & profitable use of land, water, carbon & energy/resources which nurtures & sustains the natural environment in a changing climate</p>	<p>Berries Australia is a strong, well-respected voice for industry that leverages our networks to deliver policy outcomes for the berry industry</p>						
<p>Market access to high value markets is prioritised & supported by effective R&D</p>	<p>Clear & well communicated quality standards</p>	<p>Access to capable & skilled farm employees & service providers</p>	<p>The Australian berry industry is committed to the ethical treatment of workers</p>	<p>Appropriate use of chemicals</p>	<p>Berries Australia communicates effectively with our members across all of the Peak Industry Bodies</p>						
<p>Access to trusted market insights that inform decision-making</p>	<p>Expanded range of risk management tools for price & cost volatility</p>	<p>Access to a reliable seasonal workforce</p>	<p>The Australian berry industry is committed to the production of high-quality safe food</p>	<p>Proactive management of biosecurity risks</p>	<p>Berries Australia has good people, effective & transparent management of resources & is financially stable</p>						
<p>Effective marketing campaign that increases domestic consumption of berries without compromising price</p>		<p>Clear understanding of workforce obligations & uptake of third-party ethical sourcing programs to demonstrate compliance</p>	<p>Planning frameworks support industry to reach its potential</p>	<p>Proactive management of food safety risks & development of a food safety culture</p>	<p>Berries Australia provides evidence-based input into government consultation processes to progress the interests of our industry</p>						