



**MURRAY VALLEY CITRUS BOARD**

# **STRATEGIC PLAN 2009 – 2013**



## **OUR VISION**

**Success in Citrus**

## **OUR MISSION**

**Leading the Murray Valley citrus industry to sustained profitability through risk management, communication, research, extension, market information, promotion and environmental responsibility**



## **MURRAY VALLEY CITRUS BOARD**

### **THE CORE VALUES OF THE BOARD**

*The Murray Valley Citrus Board is a grower funded statutory authority established under the provisions of the Agricultural Industry Development Act 1990 (Victoria). The Board has extraterritorial jurisdiction in the Murray Valley region of New South Wales. The Board was established in 1989 and was most recently voted in for another four-year term by members in 2008.*

*The Board's role is primarily to resource regionally relevant research, development, extension and market access development services which are endorsed annually by citrus growers in this region. The Board will provide leadership in these areas and also work collaboratively to complement the activities of other regional and the national peak industry citrus organisations. The work of the Board is supported by the agripolitical grower representative bodies, namely; Sunraysia Citrus Growers Inc. (SCG) and Mid Murray Citrus Growers Inc.*

*The Board is required to produce a Strategic Plan which covers the term of its operation. This Plan meets this requirement and will form part of the Board's annual report to the Victorian Parliament.*

- Ethical, accountable and professional behaviour.
- Cost effective and efficient services to growers and industry partners.
- Leadership in market development, product development and change.
- Collaboration to achieve strategic partnerships throughout the supply chain.
- Responsive to market opportunities.
- Respecting the views of others including staff, growers and other industry contributors.
- Environmentally responsible.
- Sustainable and safe food production.
- A safe workplace.

**Murray Valley Citrus Board**  
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OUR GROWERS	OUR GOALS ARE...	OUR OBJECTIVES ARE...		STRATEGIES TO BE IMPLEMENTED ARE...
	<p>1. We will assist growers to be sustainable and achieve profitable returns.</p>	<p>1.1 Encourage greater uptake of best practice and innovative technology.</p> <p>1.2 Provide high quality industry data and information to assist growers assess opportunities and make informed business decisions.</p> <p>1.3 Promote citrus products to maximise grower returns.</p> <p>1.4 Encourage risk minimisation.</p>	<p>1.1.1</p> <p>1.1.2</p> <p>1.1.3</p> <p>1.1.4</p> <p>1.1.5</p> <p>1.2.1</p> <p>1.2.2</p> <p>1.2.3</p> <p>1.2.4</p> <p>1.2.5</p> <p>1.3.1</p> <p>1.3.2</p> <p>1.3.3</p> <p>1.4.1</p> <p>1.4.2</p> <p>1.4.3</p>	<p>Assess the range of best practice methods, systems and innovative technology for application in Murray Valley growing conditions.</p> <p>Implement grower education and training on best practice production and efficient business management.</p> <p>Maintain position of Industry Development Officer (or an equivalent role) to facilitate effective technology transfer and industry development.</p> <p>Undertake annual best practice, grower's field days within the region.</p> <p>Investigate and encourage participation by growers in national and international citrus conferences and study tours.</p> <p>Analyse and continually improve the crop forecasting and planting statistical databases.</p> <p>Create and review links on MVCB website to other relevant information sites.</p> <p>Encourage accurate and timely pack out/return information from packers to growers.</p> <p>Identify and alert growers to market opportunities, specifications, and requirements for citrus produce.</p> <p>Disseminate timely market information to enable informed decisions by growers and stakeholders</p> <p>Develop targeted regional promotional activities regionally, and work collaboratively on a national and international basis.</p> <p>Evaluate the effectiveness of promotional campaigns.</p> <p>Continue to support Melbourne Citrus Committee and investigate opportunities to establish similar committees in other relevant domestic markets.</p> <p>Develop practices and disseminate timely information to address issues such as pest and disease management, OH &amp; S, climate change, water availability and environmental requirements.</p> <p>Provide information to industry and relevant bodies on water issues for permanent plantings</p> <p>Alert growers to available government assistance and funding opportunities to assist long term sustainability.</p>

	OUR GOALS ARE...	OUR OBJECTIVES ARE...		STRATEGIES TO BE IMPLEMENTED ARE...
<b>O U R  I N D U S T R Y</b>	<p>2. We will provide Industry Leadership and work in Partnership with other bodies for Development and Profitability.</p>	<p>2.1 Facilitate/ support market development and maintenance.</p> <p>2.2 Instigate relevant research and development for industry adoption.</p> <p>2.3 Liaise with other industry organisations to maximise outcomes and efficient use of resources.</p> <p>2.4 Promote industry awareness of required management and accreditation systems.</p>	<p>2.1.1</p> <p>2.1.2</p> <p>2.1.3</p> <p>2.1.4</p> <p>2.2.1</p> <p>2.2.2</p> <p>2.3.1</p> <p>2.3.2</p> <p>2.3.3</p> <p>2.3.4</p> <p>2.3.5</p> <p>2.3.6</p> <p>2.4.1</p> <p>2.4.2</p> <p>2.4.3</p>	<p>Encourage a market responsive approach throughout the industry and provide input into the National Citrus Plantings database.</p> <p>Communicate trading protocols to growers,. Monitor and advise on practicality and viability of export protocols.</p> <p>Promote awareness of biosecurity issues to minimise the risk of pest and disease incursions.</p> <p>Enhance market access opportunities by assisting growers to achieve high quality, pest free and value added produce.</p> <p>Maintain active involvement in the identification and funding of R &amp; D projects and partnerships.</p> <p>Maximise awareness and opportunities of new varieties.</p> <p>Develop and maintain formal communication relationships with key research institutions and funding bodies.</p> <p>Investigate and action opportunities for increased coordination between IDO's across industry issues for professional development and grower training.</p> <p>Continually monitor and review the issue of pests such as fruit fly in the Murray Valley region and as far as possible liaise with Government to ensure appropriate and sufficient controls are in place to protect the pest free status.</p> <p>Participate in relevant industry committees and collaborate with other industries to address common issues e.g. meetings with regional citrus boards.</p> <p>Work with Citrus Australia Limited and Murray Valley Grower Groups to develop an integrated and strong national industry.</p> <p>Provide leadership development and mentoring.</p> <p>Disseminate information on the various management and accreditation systems and advocate for achievable consistencies.</p> <p>Promote to industry the importance of complying with food safety, hygiene principles and standards.</p> <p>Maintain active involvement in the Tri-State Fruit Fly Strategy and associated community and industry education programs.</p>

OUR ORGANISATION	OUR GOALS ARE...	OUR OBJECTIVES ARE...		STRATEGIES TO BE IMPLEMENTED ARE...
	<p>3. We will be an efficient, accountable and professional organisation</p>	<p>3.1 Provide effective leadership and advocacy.</p> <p>3.2 Focus on customer satisfaction.</p> <p>3.3 Provide timely and effective communication and facilitate opportunities for grower input.</p> <p>3.4 Maintain excellence in corporate governance.</p>	<p>3.1.1</p> <p>3.1.2</p> <p>3.1.3</p> <p>3.1.4</p> <p>3.2.1</p> <p>3.2.2</p> <p>3.3.1</p> <p>3.3.2</p> <p>3.3.3</p> <p>3.4.1</p> <p>3.4.2</p> <p>3.4.3</p> <p>3.4.4</p> <p>3.4.5</p> <p>3.4.6</p> <p>3.4.7</p>	<p>Participate in citrus leadership training initiatives both within the region and at a national level.</p> <p>Ensure MVCB resources are flexible enough to respond to industry developments as they emerge.</p> <p>Convey industry information on issues to governments and meet with key policy makers to advance the Murray Valley citrus industry.</p> <p>Promote the role and business of the Murray Valley Citrus Board.</p> <p>Maintain effective policy development and implementation which is based on industry consultation.</p> <p>Ensure customer enquiries are tracked and dealt with in an efficient manner.</p> <p>Encourage growers to contact the MVCB on issues and facilitate a program of on-farm area visits to highlight new techniques.</p> <p>Develop and implement a communications strategy as well as maintaining consultative meetings with growers across the region.</p> <p>Survey growers and stakeholders to gauge the effectiveness of the Boards operations and communications.</p> <p>Maintain a dialogue with growers utilising the MVCB website, Citrus News, Citrep and CITT - groups.</p> <p>Complete statutory requirements within designated timeframes.</p> <p>Review and maintain the organisational Risk Management Plan.</p> <p>Review changes in financial accountability requirements and implement appropriate financial systems and information technology resources to meet these.</p> <p>Review and report against forecasts both for crop and financial performance annually.</p> <p>Review annually the performance of the Board and staff.</p> <p>Review the Strategic Plan annually, including input from grower consultations.</p> <p>Implement a periodic training and professional development plan for Board and staff.</p>