



BOWEN GUMLU  
GROWERS ASSOCIATION INC.

## STRATEGIC PLAN

### Vision for the Industry:

“A strong and cohesive horticultural industry in North Queensland that enhances the communities in which we live.”

### Mission of the Association:

“To support and be a voice for grower members and to lead a sustainable future for the horticultural industry in North Queensland.”

### Pillars:

In order to achieve our Mission, BGGA will address:

- |    |                                       |   |
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| 1. | Representation and Advocacy           | 2 |
| 2. | Industry Development                  | 2 |
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| 4. | Promotion and Marketing               | 3 |
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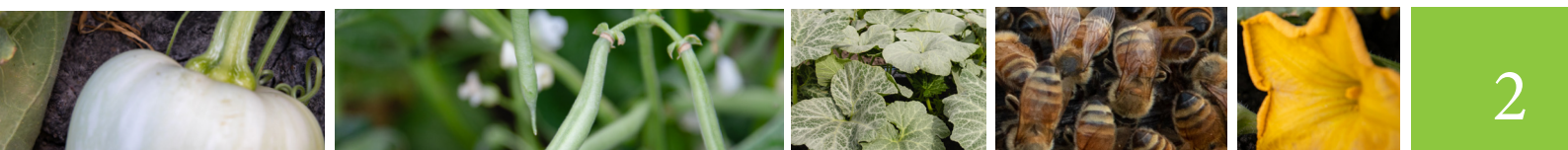


## 1 Representation and Advocacy

- 1.1. Confirm policy positions and undertake lobbying in key priority areas;
  - 1.1.1. Support water security and critical supply for North Queensland
  - 1.1.2. Workplace relations and labour market access.
  - 1.1.3. Identify infrastructure and planning needs
  - 1.1.4. Transmitted biosecurity hazards and action including COVID-19
  - 1.1.5. Industry quality and assurance
  - 1.1.6. Address digital infrastructure, technology and connectivity needs
  - 1.1.7. Negotiate enhanced export pathways and protocols
  - 1.1.8. Industry growth investment opportunities domestically and with foreign investment
- 1.2. Local industry capability profile, priorities plan, business attraction media.
- 1.3. Represent the farming and food at community, state and national events.
- 1.4. Conduct annual delegations to meet with state and federal government.
- 1.5. Lead and collaborate in regional strategic consultative committees on production, workforce, technology, water and waste.
- 1.6. Engage with other regional industries and sectors to advance collaborative opportunities and circular economy.
- 1.7. Manage and track policy positions, public comment and reach of advocacy.

## 2 Industry Development

- 2.1. Lead and collaborate on key Research and Development initiatives;
  - 2.1.1. Expand local production areas, advance regional industry scale, infrastructure and value chains
  - 2.1.2. Understand and reduce business costs in areas such as power, water and inputs.
  - 2.1.3. Address grower sustainability challenges such as food and production waste, environmental impact.
  - 2.1.4. Identify opportunities of for value adding, business diversification and new income streams for producers.
  - 2.1.5. Identify key market access issues to target export markets and export freight opportunities.
  - 2.1.6. Utilising and collaborating in new technology and such as drones, sensors, digital networks and microgrids to enhance horticultural production and efficiency.
- 2.2. Engage industry to identify challenges and develop innovative projects and solutions.
- 2.3. Develop international export and engagement with new markets through promotion, export workshops/forums, capability building and trade missions.
- 2.4. Increase awareness and adoption of Agtech and Digital capability through collaboration and facilitation of workshops, study tours, demonstrations.
- 2.5. Collaborate in delivery of regional Biosecurity plans, threat identification, pest management actions and preventative infrastructure.
- 2.6. Support the improvement of quality through collaboration, promotion of best practice, workshops and training.
- 2.7. Investigate the opportunity for cooperative business opportunities amongst members and partners.
- 2.8. Encourage new enterprise to the industry.





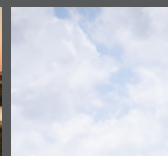
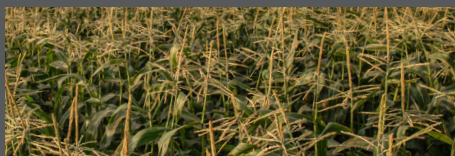


## 3 Workforce Development

- 3.1. Provide information on workplace relations, recruitment, visa and migration schemes.
- 3.2. Lead and Support Skills development including traineeships and apprenticeships for new and existing industry workers.
- 3.3. Initiate and build local youth industry education, career and school engagement programs.
- 3.4. Provide leadership and advice to regional workforce support initiatives such as the Bowen ACOE facility, Local Jobs programs, Harvest trail services and migration labour schemes.
- 3.5. Deliver an annual worker attraction campaign.
- 3.6. Undertake initiatives to support migrant worker attraction, integration and foreign worker relations.
- 3.7. Support WHSE and workplace relations best practices, licensing, accreditation and compliance.
- 3.8. Develop and maintain a workforce development plan for the regional industry in alignment with other complimentary frameworks and plans.
- 3.9. Deliver workforce planning preparation and support through workshops, capability building, mentoring, promotion and employer resources.

## 4 Promotion and Marketing

- 4.1. Deliver marketing to enhance awareness of regional industry challenges, food security and opportunities.
- 4.2. Calendar of community engagement activities, promotional opportunities, events.
- 4.3. Schedule regular engagement with members and partners.
- 4.4. Provide support actions to members and partners with business promotion and communication.
- 4.5. Maintain multichannel communication plan to schedule newsletters, publications, email distributions and social media.
- 4.6. Identify and promote grant, incentive and reward opportunities to growers in areas such as business growth, innovation and sustainability.
- 4.7. Develop a regional 'brand' to promote the provenance of fresh, environmentally sustainable and value-added produce.
  - 4.7.1. Develop collaborative resource dedicated to trend and consumer profiling to assist targeted promotional activities.
- 4.8. Collaborate in a campaign to promote the health benefits of fresh produce.
- 4.9. Support and promote Agri-tourism product offerings and initiate an Agri-tourism product pilot.
  - 4.9.1. Investigate the feasibility of a food produce and education centre, signage or other public information.
- 4.10. Connect local businesses to support in-region value chains and circular economy.





## 5 Member Services

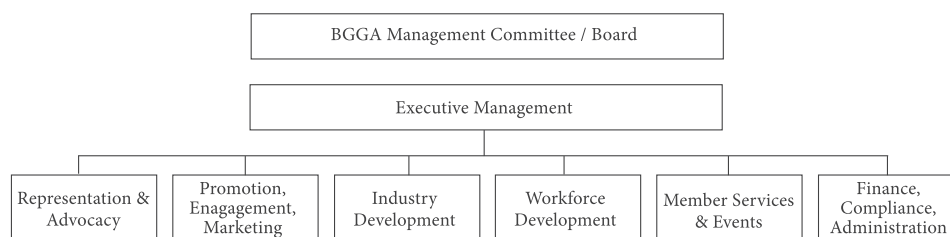
- 5.1. Source and maintain industry data to support intelligence and decision making;
  - 5.2.1 Farming Input costs
  - 5.2.2 Water allocations
  - 5.2.3 Business, energy and insurance costs
  - 5.2.4 Market and commodity prices
  - 5.2.5 Consultant and service fees
- 5.2. Support and guide member access to programs, grants, support services, research and business solutions.
- 5.3. Invest and collaborate in shared infrastructure, technology and other shared business enhancing opportunities.
- 5.4. Collaborate in delivery of area wide pest management programs.
- 5.5. Provide service to support grower record keeping and labels management.
- 5.6. Provide professional meeting facilities and ad hoc administrative support to members.
- 5.7. Maintain a resource library of business and industry documents, guides, letters and templates.
- 5.8. Provide industrial award updates and workplace relations alerts.
- 5.9. Maintain information on best management practices and provide assistance and training for quality auditing.

## 6 Events

- 6.1. Deliver an annual BGGA Gala Dinner to highlight regional industry and recognise and businesses and achievements
- 6.2. Facilitate regional field days to demonstrate new technologies, practice and innovation.
- 6.3. Lead and participate in Study tours to expand connection and knowledge.
- 6.4. Host workshops to address grower capability in key areas such as Workforce planning, Export Development, Branding, Business Management, Technology and Biosecurity
- 6.5. Support participation and inclusion in the association's AGM and General Meetings.
- 6.6. Host member and partner networking events to support business collaboration.
- 6.7. Participate in community events to support the broader industry, social inclusion and regional development.

## 7 Association Governance and Management

- 7.1. Develop a modern constitution, governance framework & membership structure.
- 7.2. Maintain a professional financial management processes and documentation.
- 7.3. Develop an annual BGGA plan to implement actions, priorities and strategy following annual committee elections.
- 7.4. Seek new members and sponsoring partners.
- 7.5. Expand and provide reach of services to and on behalf of Greater North Queensland.
- 7.6. Update BGGA corporate and location branding and enhance customer interface.
- 7.7. Resource, identify and pursue funding opportunities and track outcomes via a grant register.



Organisational Functions and Structure