

# **SOUTH AUSTRALIAN OYSTER ASSOCIATION**

## **BUSINESS PLAN 2010/11**

The Aim of this document is to outline the key business goals, strategies & actions to be implemented, to meet the needs identified at the 2009/10 South Australian Oyster Seminar.

### **Goals**

1. Improve production efficiencies.
2. Capitalise on market development opportunities.
3. Instigate measures to improve financial performance.
4. Develop and grow the pool of human capital.
5. Manage efficiently and effectively the regulatory environment.
6. Ensure relevant and current environmental information is communicated to industry.
7. Ensure disease Incursion Management
8. Ensure optimal governance and management of SAOGA & SAORC.

Goal	Start Date	Finish Date	Action By	KPI's
<b><u>1.Improve Production Efficiencies</u></b>				
<b>Strategies</b>				
<b>1. Utilise genetic information</b>				
Action:				
a. Encourage & facilitate genetic research through all appropriate channels i.e. FRDC & CRC	2011	ongoing	SAORC executive	Identify & support 1 opportunity to carry out genetic research per year.
b. Investigate the development and funding of a specific research project by the FRDC to ensure relevant research is delivered <ul style="list-style-type: none"> <li>Investigate the delivery of a project determining nutritional efficiency of regional areas in Australia</li> <li>Investigate the development of management practices that help develop disease resistance strains of oysters</li> </ul>	July 2014	ongoing	SAORC Executive/ FRDC	Provide \$20k funding per year to the FRDC with joint management of the project
<b>2. Facilitate the availability of spat</b>				
Action:				
a. Continue the Support for the ASI program ensuring business plan objectives are agreed and delivered	2011	Yearly review	SAORC executive	Review of the ASI's business plan & sign off.
b. Encourage & facilitate (within appropriate guidelines) the growth in spat suppliers within South Australia and other relevant markets	2012	ongoing	Executive Officer	Identify & develop channels of communication with potential spat suppliers.
<b>3. Manage the productive capacity of water</b>				
Action:				
a. Monitor the productive capacity of water in each bay	2012	ongoing	Growers/ PIRSA	Keep a record of water productivity by bay to provide to growers on a regular basis.
b. Ensure bay movements and stocking levels are within regulation	2011	ongoing	PIRSA/ Growers	Industry & PIRSA to communicate regularly on stocking irregularities & resolve.
c. Clarify Coffin Bay Stocking Densities	May 2011	Dec 2011	PIRSA/ Growers	Determine a standard for stocking densities based on current baskets used.
d. Development of a husbandry manual - utilise focus groups	2012	2012	SAORC Executive/ FRDC	SAORC to support an FRDC project to develop a husbandry manual

<b>4. Investigate causes of SA Mortality Syndrome (SAMS)</b>				
Action:				
a. Commission a research project incorporating information from - biosecurity information - nutritional statistics - focus groups	2012	2012	SAORC Executive/ FRDC/Growers	Completion of the research project
<b>Goal</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Action By</b>	<b>KPI's</b>
<b>2.Capitalise on Market Development Opportunities</b>				
<b>Strategies</b>				
<b>1. Improve the branding of SAOGA</b>				
Action:				
a. Change SAOGA to be called Oysters South Australia to align with the new national body Oysters Australia	Sept 2010	August 2011	SAOGA Executive	New name approved & implemented.
b. Utilise the brand at every opportunity to maximise the exposure of oysters to the target segments	2012	Ongoing	Executive Officer	Ensure all communications and activities utilise the new brand.
c. Review & Revise the SA website to reflect the name change and update content	2012	2012	Executive Officer	Changes to the website are completed
d. Review & upgrade website to reflect new technologies & marketing opportunities	2012	2012	Executive Officer	Upgraded website launched at the 2012 Seminar
e. Maximise the distribution and use of Marketing Research i.e. • Retail transformation project • CSIRO flavour descriptors	2011	Ongoing	Executive Officer	Provide information to 2 relevant audiences per year.
f. Develop a media strategy specifically to deal with negative media issues	Nov 2011	Feb 2012	Executive Officer	Develop a detailed plan & have it adopted by the executive board.
<b>2. Develop intrastate marketing activities</b>				
Action:				
a. Participate in selective marketing activities that showcase South Australian Oysters to the target market segments within South Australia i.e. • Restaurant and caterers events • The Royal Adelaide Show • Eyre Peninsular Seafood Food Service & Retail User Guide • The RDA culinary tourism plan for Eyre Peninsular • The Port Festival 8 <sup>th</sup> & 9 <sup>th</sup> October 2011 ?? • Oysters in the House 30 <sup>th</sup> October 2011 ??	June 2010	Ongoing	Executive Officer/ Growers	Minimum of 2 activity per year

b. Maximise the relevance of the SAOGA website <ul style="list-style-type: none"> <li>• Update information regularly</li> <li>• Grow the number of growers listed</li> <li>• Grow the number of wholesalers and retailers listed</li> <li>• Initiate links to other relevant sites</li> <li>• Increase oyster recipe content including images and video</li> </ul>	August 2011	Ongoing	Executive Officer	Minimum 6 updates, 10 growers, 6 wholesalers/retailers, 4 links and 6 recipes per year
c. Investigate PR opportunities around seasonality and local events i.e <ul style="list-style-type: none"> <li>• Leading up to Christmas/Australia Day/Valentines Day</li> <li>• Oyster Fest</li> </ul>	2012	Ongoing	Executive Officer	Minimum 2 PR articles per year
<b>3. Develop interstate marketing activities</b>				
Action:				
a. Participate in selective marketing activities that showcase South Australian Oysters to the target market segments interstate i.e. <ul style="list-style-type: none"> <li>• Restaurant and caterers associations</li> <li>• Restaurant Customers</li> <li>• Specialty Fish shop owners &amp; customers</li> </ul>	2011	Ongoing	Executive Officer/ Growers	1 activity per year
b. Maximise the benefit of the Food SA membership <ul style="list-style-type: none"> <li>• Attend Food SA events</li> <li>• Presentation at Seminar</li> </ul>	July 2011	Ongoing	Executive Officer	2 benefits reported per year
c. Investigate opportunities to showcase Oysters on television or radio cooking programmes i.e. <ul style="list-style-type: none"> <li>• Master Chef</li> </ul>	2012	2012	Executive Officer	Minimum 1 investigations per year
<b>4. Monitor international markets</b>				
Action:				
a. Provide a watching brief on overseas markets to report to Growers at the Annual Seminar	2012	ongoing	Executive Officer	A report provided at each seminar
<b>5. Instigate a Political Lobbying Strategy</b>				
Action:				
a. Identify Opportunities to lobby government & influencers <ul style="list-style-type: none"> <li>• Identify board opportunities i.e. Jill Coates NRM board</li> </ul>	2011	ongoing	SAOGA/SAORC Executive & Executive Officer	Provide one opportunity per year

Goal	Start Date	Finish Date	Action By	KPI's
<b><u>3. Instigate Measures to Improve Financial Performance</u></b>				
<b>Strategies</b>				
<b>1. Support the concept of benchmarking</b>				
Action:				
a. Increase the number of growers participating in the benchmarking project from 14 to 24	2011	2012	SAORC Executive	Promote the program & lobby growers
b. Ensure Growers are provided with the benchmarking information in a timely manner.	2011	ongoing	SAORC Chairman	Ensure results are tabled at each seminar including case studies
c. Ensure the program continues and becomes participant funded from 2013 onwards.	2012	ongoing	SAORC/SAOGA executive	Determine costs & promote the program to growers
<b>2. Assist in improving tenure security</b>				
a. Actively participate in the review of the Aquaculture Act to ensure greater security of tenure. <ul style="list-style-type: none"> <li>Removal of development leases</li> <li>Transparency of tenure on lease documents</li> </ul>	Feb 2011	March 2011	SAOGA executive	Ensure SAOGA provides a submission response by 18 <sup>th</sup> March 2011
<b>3. Assist in improving access to finance</b>				
Action:				
a. Utilise the new Aquaculture act to educate financiers on the improved financial security of the Oyster leases & licences <ul style="list-style-type: none"> <li>Develop a briefing paper for banks &amp; distribute</li> <li>Investigate a briefing meeting</li> </ul>	Oct 2011	ongoing	Executive Officer	Deliver briefing paper to banks & distribute.
<b>4. Improve access to business information for growers</b>				
Action:				
a. Join Business SA as an industry member to proactively develop business relationships and have access to business information <ul style="list-style-type: none"> <li>Seminar Presentation on the Award</li> <li>Development of an Industry OH&amp;S manual</li> </ul>	April 2011	ongoing	Executive Officer	2 benefits reported per year

Goal	Start Date	Finish Date	Action By	KPI's
<b><u>4.Develop and Grow the Pool of Human Capital</u></b>				
<b>Strategies</b>				
<b>1. Promote the Oyster Industry as an excellent employment opportunity</b>				
Action:				
a. Target immigrants by ensuring the oyster industry is listed on the register for immigrants	2012	2012	Executive Officer	Listed on the register
b. Investigate the opportunity to participate in a refugee program similar to the NSW country program	2012	2012	Executive Officer	Provide a response to the SAOGA board by the end of 2012
c. Lobby government for remote & regional exemptions for unskilled workers	2012	2012	SAOGA Executive	Put the oyster industry case to the relevant ministers office
<b>2. Ensure growers are aware of changes to the aquaculture award</b>				
Action:				
a. Monitor the aquaculture award and ensure relevant information is provided to growers as required <ul style="list-style-type: none"> <li>Engage Business SA to provide a briefing paper specific to the Oyster industry</li> <li>Provide ongoing updates as required</li> </ul>	2011	Ongoing	Executive Officer	Distribute information & provide a briefing at the 2011 seminar
<b>3. Support and promote training opportunities and programs</b>				
Action:				
a. Lobby for the incentives for aquaculture training programs (certificate 3 & 4) to be reinstated by the Federal government.	2011	ongoing	SAOGA Executive	Contact the relevant government representative and provide a report to the SAOGA board
b. Promote a safe work environment <ul style="list-style-type: none"> <li>Development of an industry tailored OH&amp;S manual</li> <li>Utilise Business SA to develop manual &amp; deliver workshops</li> </ul>	2011	ongoing	Executive Officer	Development of an Industry Specific OH&S manual by the end of 2011.
c. Actively support & facilitate the placement of students in Oyster businesses for work experience <ul style="list-style-type: none"> <li>University of Adelaide Vet Science students placement on a farm &amp; in a hatchery</li> </ul>	2011	ongoing	Executive Officer/ Growers	Facilitate 1 placement per year.
d. Maximise the use of industry resources <ul style="list-style-type: none"> <li>i.e utilise CRC teaching resources for local schools</li> </ul>	2012	ongoing	Executive Officer	Facilitate the use of 1 resource per year
d. Actively engage with RTO's to maximise training opportunities for the oyster industry.	Sept 2011	ongoing	Executive Officer	Meet with 2 RTO's per year.

Goal	Start Date	Finish Date	Action By	KPI's
<b><u>5.Manage Efficiently and Effectively the Regulatory Environment</u></b>				
<b>Strategies.</b>				
<b>1. Continuously strive for the most efficient and effective level of Government fees</b>				
Action:				
a. Continue the monitoring and negotiation on future cost recovery fees with the intention of finding efficiency savings.	2010	ongoing	SAOGA Executive & PIRSA	Results of negotiations
b. Review the SASQAP with the intention of finding efficiency savings	2010	ongoing	SAOGA Executive & PIRSA	Results of negotiations
<b>2. Maximise industry input into government regulation</b>				
Action:				
a. Monitor, lobby and report to industry on the outcome of riding on barges	2011	ongoing	Executive Officer	Report on results of outcomes
b. Monitor, lobby and report to industry on the outcome on the coxswain certificate.	2011	ongoing	Executive Officer	Report on results of outcomes
c. Develop a MOU with PIRSA on Site Rehabilitation	Oct 2011	June 2012	Executive Officer	An MOU developed
d. Monitor and provide input as required into changes in the regulation of capacity of new water. <ul style="list-style-type: none"> <li>i.e Jill's input on the NRM board</li> </ul>	2011	Ongoing	SAOGA Executive	Provide a yearly update
Goal	Start Date	Finish Date	Action By	KPI's
<b><u>6.Ensure Relevant and Current Environmental Information is communicated to industry</u></b>				
<b>Strategies</b>				
<b>1. Monitor Industry practices in relation to sustainability</b>				
Action:				
a. Monitor information and findings on sustainability practices and report to industry	2011	ongoing	Executive Officer	Provide ongoing updates
<b>2. Assess climate change research &amp; information</b>				
Action:				
a. Continue to support & participate in appropriate research projects <ul style="list-style-type: none"> <li>Letters of support provided for research projects</li> </ul>	2010	ongoing	Executive Officer	Proactive participation provided

b. Monitor information & findings on climate change and report to industry	2011	ongoing	Executive Officer	Provide ongoing updates
<b>3. Support the maintenance of acceptable levels of water quality</b>				
Action:				
a. Continue to support the SASQAP to ensure the production of safe oysters	2011	ongoing	SAOGA Executive	Ongoing financial & human commitment
b. Continue to support technology and scientific research that allows for the largest amount of hectares to be made commercially viable in SA.	2011	ongoing	SAOGA Executive	Identify & support 1 opportunity to carry out research per year.
<b>Goals</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Action By</b>	<b>KPI's</b>
<b><u>7.Ensure Disease Incursion Management</u></b>				
<b>Strategies</b>				
<b>1. Ensure SA maintains a disease free status</b>				
Action:				
a. Develop a plan for disease free status. <ul style="list-style-type: none"> <li>• Work Collectively with government and industry</li> <li>• Continue to monitor and report incidents</li> <li>• Provide information to industry</li> </ul>	June 2012	ongoing	SAOGA/SAORC Executive/ Executive Officer/ Government	Develop a draft plan end 2012
b. Develop a strategy to manage POMS - SAMS <ul style="list-style-type: none"> <li>• Collect information on POMS</li> <li>• Support research initiatives</li> <li>• Develop disease protocols</li> </ul>	Feb 2011	ongoing	SAOGA/SAORC Executive/ Executive Officer/ Government	Develop a comprehensive strategy to manage POMS for the SA industry June 2012
<b>2. Input into safe movement of spat</b>				
Action:				
a. Ensure appropriate measures are in place and are monitored to ensure safe movement of spat across state borders	2011	ongoing	SAOGA/ PIRSA	Ongoing consultation between industry & PIRSA
<b>Goals</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>Action By</b>	<b>KPI's</b>
<b><u>8.Ensure Optimal Governance and Management of SAOGA &amp; SAORC</u></b>				
<b>Strategies</b>				
<b>1. Develop a succession plan for SAOGA &amp; SAORC management</b>				
Action:				
a. Identify & target growers for succession planning <ul style="list-style-type: none"> <li>• Invite young growers to attend board meetings as observers</li> </ul>	Sept 2011	Dec 2011	SAOGA/SAORC executive	A list of growers to be finalised Growers to be invited to meetings

b. Provide leadership training if required for management of SAOGA & SAORC <ul style="list-style-type: none"> <li>i.e. NSILP bursary scholarship for a leader</li> <li>i.e CRC leadership training</li> </ul>	Jan 2012	Dec 2012	Executive Officer	Growers to be identified and training provided
c. Develop position descriptions for all executive roles <ul style="list-style-type: none"> <li>demystify the exec</li> </ul>	Jan 2011	June 2012	SAOGA/SAORC executive	All position descriptions finalised
<b>2. Ensure the ongoing development of SAOGA &amp; SAORC's structure to meet industry needs</b>				
Action:				
a. Review & restructure the SAOGA membership to cater for the changing membership structure.	2011	March 2012	SAOGA executive	Steve Bowley & Jill Coates to present a draft structure to executive by end 2011
b. Review and modify if necessary the constitutions of both SAOGA & SAORC	Oct 2011	June 2012	SAOGA president/ SAORC chairman/ executive officer	Revised constitutions approved & tabled
c. Develop protocols for the Site Rehabilitation Fund <ul style="list-style-type: none"> <li>Investigate a premium for remote sites</li> </ul>	Jan 2012	June 2012	SAOGA executive	Recommendations Tabled
<b>3. Ensure Budget Management Principles are maintained</b>				
a. Continue to seek opportunities for cost efficiencies <ul style="list-style-type: none"> <li>i.e. review of accounting services</li> </ul>	2011	ongoing	SAOGA/SAORC Executive	Financial reports provided at all board meetings
<b>4. Ensure SAOGA takes a national leadership role in the oyster industry</b>				
Action:				
a. Take a lead role in the development of Oysters Australia <ul style="list-style-type: none"> <li>Structure</li> <li>Financial accounts</li> </ul>	2010	ongoing	SAOGA executive	The establishment of Oysters Australia

