

PCA Strategic Plan 2023 – 2026

INTRODUCTION

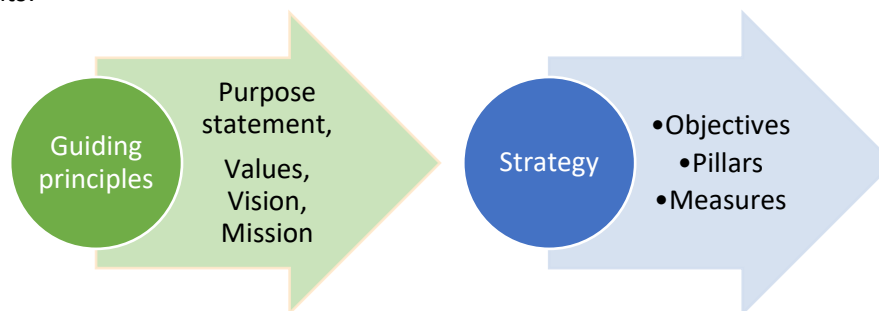
Protected Cropping Australia (PCA) is the peak industry body representing commercial growers Australia-wide who are growing crops within, under, or sheltered by a type of structure. Some of the structures that are included are: floating crop covers, row covers, hail netting, screen and shade houses, poly-tunnels, retractable roof structures, passive ventilated greenhouses, glasshouses, and plant factory rooms.

Protected Cropping Australia members produce a range of crops, including: Vegetables; fruits; berries; leafy greens; herbs; medicinal plants; and amenity plants.

PCA members include: growers; materials, equipment and installation suppliers; specialist consultants and advisors; researchers and educators; and other industry stakeholders. Our core purpose is to advocate on behalf of our industry and members. We support our members and the sector through delivery of a range of programs, services and opportunities that help businesses to achieve greater success.

This Strategic Plan 2023-26 reflects the central aims of the Association and provides a roadmap for achievement of objectives over the coming three years. It becomes the guiding document from which PCA will develop annual operating plans and budgets, and provides a lens through which decisions on behalf of the Association can be made. This plan acts as a reference guide for assessing activities, opportunities and decisions along the way to determine their value to the organisation and therefore, PCA members.

The plan comprises the following key elements:



STRATEGY ON A PAGE:

RESPECTED VOICE. SHARED KNOWLEDGE. SUPPORTED COMMUNITY.

Our VISION is that protected cropping is recognised as the **optimum production method** and that its produce is **consumers' preference**.

Our MISSION is to support the **growth, sustainability and reputation of our members**, their produce and the protected cropping sector in Australia.

WE VALUE.... Integrity | Credibility | Transparency | Leadership

We put **members first** in all that we do.

- BY 2026 WE WILL....**
- 1 Be the **recognised and respected voice** to represent the Australian PC sector.
 - 2 Be the **go-to source of knowledge and support** for businesses operating in the Australian PC sector.
 - 3 Be the **industry partner-of-choice** to develop, undertake and implement PC sector-advancing projects .

WE WILL DO THIS THROUGH...





VALUES STATEMENTS:

We put **members first** in all that we do.

INTEGRITY We always do what is right, with the interests of our members first.

CREDIBILITY We follow through, we deal in facts, and we can be trusted to act for, and in the interests of our members.

TRANSPARENCY We communicate openly, honestly, and respectfully with our members and stakeholders.

LEADERSHIP We pursue our goals, on behalf of our members, with courage, kindness and perseverance.

PRIORITIES:

WE WILL HAVE ACHIEVED SUCCESS WHEN...

STRATEGIES		DELIVERABLES
RESPECTED VOICE		
RV1	We have strong, direct relationships with key organisations and government bodies which enable us to pursue our mission	<ul style="list-style-type: none"> We are known by, and have strong relationships with key contacts within policy and decision-making bodies (such as Hort Innovation, HFF, Berries Australia etc) Our position, advice, and input is sought by policy and decision-makers on all issues affecting PC and on key issues affecting production horticulture more broadly.
RV2	Our input into all policy issues involving PC is sought and valued	<ul style="list-style-type: none"> We are invited to give input to governments in the formation of policies and legislation related to, or impacting the PC sector We are the preferred body to undertake funded, PC-related projects in conjunction with government agencies
RV3	We have clearly and consistently advocated for our members, on the issues affecting their success	<ul style="list-style-type: none"> We have developed, communicated, and implemented a clear advocacy plan, including [up to 4] key proactive advocacy goals, and guidelines on how we approach reactive advocacy efforts We have provided quarterly reports to members outlining activity undertaken in pursuit of the advocacy goals We have developed and communicated position statements to support our key advocacy goals
SHARED KNOWLEDGE		
SK1	We have delivered a diverse, accessible and quality education program	<ul style="list-style-type: none"> We have successfully run a bi-annual conference, based on a relevant theme. We have developed and run a program of educational activity which reflects the needs and desires of the members
SK2	We have curated a valuable resources bank for our members' use	<ul style="list-style-type: none"> We have a suite of tools and information which is reliable, accessible (to members), and which support them: in keeping up to date with the sector including new technologies; implementing best-practice in their businesses; and realising sustainability and efficiency goals

SK3	We have made it easier for growers to adopt PC methods	<ul style="list-style-type: none"> We have provided a central source of information and connections for members seeking to adopt or upgrade PC methodologies
SUPPORTED COMMUNITY		
SC1	We have an active membership which engages in, and values PCA	<ul style="list-style-type: none"> We have a strong and sustainable volunteer base, willing to support PCA to pursue its mission (via the Board, committees and project working groups) We have a board succession plan which enables continuity and succession as well as regeneration and innovation We have grown our membership by 50%, and at least 50% of all members are growers We have a thriving corporate partnership and advertising program
SC2	We provide the channels for effective, relevant and meaningful communications between members, with each other and the Association	<ul style="list-style-type: none"> We have developed, communicated, and implemented a clear communications plan, including to members, non-members, and stakeholders We have provided user-friendly information/communication systems which enable members to easily access information, share insights, connect, and learn We have undertaken regular member surveys
SC3	We help to grow the PC workforce	<ul style="list-style-type: none"> We have worked with the education sector, from primary level up, to inform young people and promote PC as a desirable career We have worked with the immigrant/temporary/seasonal recruitment sectors to attract quality workers to the PC sector
SC4	We have a sustainable business model, enabling the pursuit of our mission	<ul style="list-style-type: none"> We have developed, worked to and reported on annual work plans and budgets. We have developed, documented and implemented consistent work practices/procedures for all PCA activity. We have maintained a clean member database We have secured revenue streams beyond membership, events and advertising

The Document Flow:

1. **The Constitution** tells the story of why the organisation exists and how it should be governed. This will typically include the 'objects', or the overarching purposes of the organisation.
2. **Policies** outline the rules by which operations must be carried out. Examples of common policies include: expenditure approval levels and processes; Committee terms of reference; procurement; membership; and media.
3. **The strategy** addresses how the 'objects' will be achieved. It sets out what an organisation is going to achieve in a given period and the principles by which it will act. The strategy is set at a high-level with a defined horizon (often three years).
4. **The annual work plan** defines, quarter-by-quarter, what activity will be undertaken, in order to achieve the strategy.
5. **The budget** sets the financial parameters within which the organisation must operate, both in terms of maintaining expenditure and generating revenue and profit.