

# NURSERY & GARDEN INDUSTRY AUSTRALIA

## STRATEGIC PLAN 2016-2020

### INTRODUCTION

This strategic plan builds on previous strategic and investment plans and focuses on Nursery & Garden Industry Australia (NGIA) operations. It addresses the diversity of businesses, geography, environment, products and markets for the industry, and has a particular focus on member expectations and requirements.

#### NGIA VISION



We will create a climate for our members and industry to grow and prosper.

#### OBJECTIVE



To deliver services, benefits and value to members.

#### 3 STAGE STRATEGY

The next three to five years will see the implementation of the following three stage strategy.

- 1 Ensure the financial viability of NGIA
- 2 Work to achieve the unified industry
- 3 Work to have the unified industry as part of a larger "Green Industry Alliance"

#### 5 STRATEGIC IMPERATIVES

The five strategic imperatives to be progressed under this strategy are:

- Leverage Industry Statistics and Data
- Engaging and Connecting Industry
- Member Benefit Delivery
- Building Product and Industry Value
- NGI Structure

### THE OPERATING ENVIRONMENT

Australian nursery and garden businesses make up a multi-billion dollar industry that plays a vital part in the human, environmental and economic well-being of Australia. Transcending all state borders, it crosses urban, peri-urban and rural environments.

The industry is far broader than the perceived ornamental market. Its businesses also provide plant stock for large scale forestry, medicinal products, flowers, revegetation, landscaping and starter plants for fruit and vegetable production. Association membership is declining<sup>1</sup> and industry levy receipts are increasing<sup>2</sup> showing a consolidation of the industry.

#### Industry Operating Environment



#### Industry SWOT analysis

##### STRENGTHS

1. Intellectual Property
2. Communication Network
3. Trust/Credibility

##### WEAKNESSES

1. Lack of accurate data
2. Communication
3. Perception of Sector

##### OPPORTUNITIES

1. Demand for products
2. Relevance to Government
3. Access to innovation

##### THREATS

1. Declining greenspace
2. Disunity of green sector
3. Competing leisure activities

<sup>1</sup> Source: *Nursery & Garden Industry Australia*. Figures show a 25% decline in membership since 2010

<sup>2</sup> Source: *Horticulture Innovation Australia*. Figures show a 15% increase across the three years to June 2015.

## LEVERAGE INDUSTRY STATISTICS AND DATA



To assist our policy development and advocacy efforts by having reliable and accurate industry statistics and data and have an effective voice at federal, state and local levels.

### Areas to address

- Compulsory data collection – including using NIASA
- Compulsory completion of industry surveys
- Voice to Government
- Develop industry advocacy plan
- Engage Government re health and space –political strategy development

### Key actions

- Highlight the need to members and educate the industry on the importance of statistics, data and information
- Develop strategies to collect data from all members
- Develop an advocacy plan and policy framework

## ENGAGING & CONNECTING INDUSTRY



To improve communication with members, across the industry and to the wider community.

### Areas to address

- Resource communications activities and program
- Review and refine communications methods – use new platforms as appropriate
- Improve communications within and across industry
- Manage, improve and effectively use database
- Engage with stakeholders and other green and horticulture sectors

### Key actions

- Review current industry communication initiatives
- Develop a Communication Plan to share resources across organisations and to utilise alternative technologies and media in the delivery of programs to members
- Collaborate to develop a program for communicating and assisting members to manage the rapidly changing business environment

# MEMBER BENEFIT DELIVERY



To optimise the Intellectual Property (“IP”) that exists within the NGI network to maximise benefits and value to members.

## Areas to address

- Create uniform services nationally
- Maintain and increase member numbers
- Become advocates for technology
- Commercialisation of intellectual property

## Key actions

- Stocktake the industry technology and IP
- Build commercial models for significant IP
- Promote and sell services to members incorporating our IP.

To deliver the benefits and value to industry there needs to be a delineation of roles at national and regional levels. The key areas to be addressed at the respective levels are:

### National Services & Activities

- Advocacy – federal
- National industry marketing campaign
- Communication of key messages to members and stakeholders
- Biosecurity – National Nursery Biosecurity Program
- Industrial relations – federal awards
- Accreditation schemes – Nursery Production Farm Management Systems
- Educations programs - eLearning platform

### Regional Services & Activities

- Advocacy – state and local governments
- Extension Services – technical and business
- Training and Education – eLearning platform
- Networking, Special Interest Groups and Chapters
- Member communication
- Market development events
- Business support – IR and compliance
- Awards

# BUILDING PRODUCT & INDUSTRY VALUE



To improve the understanding of the role of plants in building capable, healthy and sustainable communities.

## Areas to address

- Resource the 2020 Vision Program fully
- Health and well-being for community
- Highlight member opportunities from the 2020 Vision Program

## Key actions

- Leverage the 2020 Vision Program with members, Government and the community
- Develop marketing campaigns to promote the health and well-being benefits of plants to the community

# NGI STRUCTURE



To review the NGI structure to improve efficiency and remove duplication.

## Areas to address

- Review NGI structure
- Strength and unity
- Decide local, regional, national responsibilities
- Harmonisation of resources
- Contribute to the development of a “green industry structure”

## Key actions

- Prepare a budget and costing for delivery of services and plans for operations
- Review potential mergers of smaller associations to determine viable options
- Discuss service needs between the states to determine the potential for sharing of resources and services
- Progress NGI structure review process – Committee, Facilitator, Information and Data gathering

To develop a long-term strategy and plan to create a peak body that represents the sector rather than individual industries.

## Areas to address

- Contribute to the development of a “green industry structure”

## Key actions

- Develop a discussion paper outlining the proposed Green Industry Sector Body and concepts
- Discuss and involve potential member organisations in the creation of a working model

## CONTACT

### NURSERY & GARDEN INDUSTRY AUSTRALIA

☎ 61 2 8861 5100

📄 61 2 9659 3446

📍 UNIT 58, QUANTUM CORPORATE PARK, 5 GLADSTONE ROAD  
CASTLE HILL NSW 2154

✉ INFO@NGIA.COM.AU

🌐 WWW.NGIA.COM.AU