

NZ Kiwifruit Growers Strategic Work Plan 2016-17

Our Values

Selflessness, Ethical, Objectivity, Professionalism

Our Mission

To advocate, protect and enhance the commercial and political interests of New Zealand kiwifruit growers

Our Vision

A strong grower advocacy organisation that leads growers and engages with industry partners

Key Strategic Objectives

1. To actively support and protect the single point of entry
2. To be the voice and credible advocate of New Zealand kiwifruit growers
3. To be accountable for increasing transparency, robust KPI's, and monitoring and reporting on Zespri and postharvest performance
4. To build an active and engaged membership base of growers across New Zealand
5. To facilitate effective communication between NZKGI and the wider industry and community
6. To act responsibly and ethically on all economic, environmental, social, and regulatory issues to the benefit of NZKGI and the wider community

Portfolios

1. Industry Stability
2. Communications
3. Performance
4. Labour & Education
5. External Relations
6. Organisational Management

1. Industry Stability

Objective: To actively support and protect the single point of entry

Target: To maintain a focus on the stability of the marketing structure and to retain and build upon government relationships.

Code	Strategic Outcome	Activity	Internal Resource Required (days)	External Resource	Comment
1.1	High profile submissions are made and joint submissions with other groups	Three per year	15		
1.2	Retain and build on government relationships	Two monthly planned visits to Wellington	7		
1.3	Conduct regular risk assessments	Develop risk matrix	7		
1.4	Formulate a Plan B	Develop Plan B	7		B priority
1.5	The Kiwifruit Industry Strategy Project ownership and governance recommendations are implemented	Zespri obtains the ability to change their Constitution, is identified as a Marketer in the Kiwifruit Regulations, and the KNZ Board retains grower representation A production cap is put on Zespri shareholding	20		
1.6	Support the creation of a Maori Forum	The Maori representative on the Forum is able to be elected from a representative group of Maori growers	6		
1.7	Retain the Levy Order	The Levy Order is retained	40		
1.8	Be accountable for running an inclusive, co-ordinated	Represent growers at IAC	13		

	professional body that advocates for growers to be at the heart of all decisions and mediates to achieve cohesion between participants	The Kiwifruit Claim G14			
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2. Communications

Objective: To be the voice and credible advocate of New Zealand kiwifruit growers

Target: Proactive and regular communication of core business news within the kiwifruit grower community ensuring key information and decisions are made available in a way that is easily understood, accurate and timely

Code	Strategic Outcome	Activity	Internal Resource Required (days)	External Resource	Comment
2.1	More proactive and professional acting on behalf of growers (KISP governance group recommendation)	Re-brand NZKGI Branded clothing for Forum and Staff Develop KPI's for the Forum and Executive Committee members	4		
2.2	Improve communications with Growers	Annual Report Develop a communications strategy <ul style="list-style-type: none"> - Cloud Based Storage - Effective use of grower database and emails NZKGI Weekly Update Articles	54		
2.3	Build a more engaged grower base at all levels Facilitating grower reps to have grower meetings	Every region (12) to hold at least one meeting in a calendar year with their constituents	19		
2.4	Interactive technology platform	Build a new website	35		

2.5	Release valve for growers to vent their frustrations	Maintain info email and 0800 number Keep a contact record	19.5		
2.6	Reacting and supporting growers through industry adverse events	Keep the Kiwifruit Growers Relief Fund and Kiwifruit Industry Community Support Fund Incorporated Societies running for when they are required Facilitate the Hail Committee	7		

3. Performance

Objective: Increased focus on independent monitoring of: Zespri; supply chain performance; equity between growers; and ongoing research and development, whilst maintaining relationships with industry related bodies

Target: Increased independent monitoring of Zespri, supply chain performance, equity between growers and ongoing research and development, whilst maintaining relationships with industry related bodies.

Code	Strategic Outcome	Activity	Internal Resource Required (days)	External Resource	Comment
3.1	Increased Focus on independent monitoring and analysis of Zespri and implementation of the KISP Funding group recommendations	<p>Key areas of Zespri's accounts (i.e. margin) are identified and benchmarking is used to report Zespri's performance to the Forum</p> <p>NZKGI obtains Zespri Senior Executives KPI's and performance</p> <p>Building international relationships to receive independent verification of Zespri's performance</p> <p>The Share Ownership group is run to monitor share ownership and recommend improvements to increase the proportion of growers with shares.</p>	39		
3.2	Increased focus on supply chain performance	<p>Two Forum representatives attend all ISG meetings ISG Subgroups (6)</p> <p>ISG reps meet before every ISG meeting and give a post ISG report</p> <p>ISG reports are given at the Forum</p>	30		

3.3	Growers have access to consistent, accurate, and easy to understand data from postharvest and Zespri to make informed decisions	Develop a standardised system for OGR reporting Payment Predictor for growers to model any proposed payment changes	42	Possible outsource (30) Possible outsource (11)	
3.4	Increased focus on equity between growers	Manage the Supply Agreement Working Group	10	Contractor additional	
3.5	Manage and maintain relationships with other industry related bodies	Attend at least one Supply Entity meeting for each Supply Entity invited by Supply Entity representatives Meet monthly with KNZ Meet monthly with KVH Representatives on the Kiwifruit Product Group to Australia (HEA) HortNZ - Forums and general engagement	16		
3.6	Monitor and influence ongoing research and development	NZKGI are able to clearly articulate the research portfolios and key projects within those portfolios	10		

4. Labour & Education

Objective: To develop an active and engaged membership base of growers across New Zealand

Target: There is sufficient orchard ownership and labour to meet current and future demand at all levels

Code	Strategic Outcome	Activity	Internal Resource Required (days)	External Resource	Comment
4.1	Identify growers who are interested in becoming more involved and train them for industry decision making	Organise free governance training session for growers	1		
4.2	Ensure the Forum is representative of all relevant groups (age, ethnicity, varieties, regions)		1		
4.3	Utilising the skills of growers through delegation of projects	G14 Group COKA Organic Management Committee Chair G3 Licence Release Group Hayward Taste Group	25		
4.4	Ensuring succession planning is in place for orchard ownership	Maintain the Future Leaders Group and database looking for share or full orchard purchasing Run the BOPYFG Competition and support other regions, the National competition and the Horticulturalist of the year Develop an manual that supports new entrants into orcharding (Kiwifruit Book)	112.5		
4.5	Ensure there is sufficient	Run the BOP Labour Governance Group	167		

	labour at all levels	<p>Participate in the National Labour Governance Group</p> <p>Participate in the Primary/ITO Horticulture Partnership Group and the Horticulture Capability Group</p> <p>Participate in Careers Expos and publications profiling the Horticulture industry as a career</p> <p>Lead the ME Programme</p> <p>Undertake a study investigating the skill requirements for the kiwifruit industry in the next 5 years</p> <p>Monitoring the progress of the Labour Development Manager and projects</p>			
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5. External Relations

Objective: To facilitate effective communication between NZKGI and the wider industry and community

Target: To build on community and local government relationships whilst being the advocate for kiwifruit growers on wider issues such as health and safety and resource management

Code	Strategic Outcome	Activity	Internal Resource Required (days)	External Resource	Comment
5.1	Retain and build on local and local government relationships	<p>Meet with Priority One every two months</p> <p>BOP Regional Growth Study Cluster Group participation</p> <p>Participate in the SmartGrowth Forum</p> <p>Meet with local MP's every 6months</p> <p>Council Relationships</p> <p>Training providers</p>	15		
5.2	Wider issues such as health and safety and the Resources Management Act, labour, and employment relations	<p>Maintain grower participation in the BOP Regional Council Water Groups</p> <p>Run the Agrichemical Action Group</p> <p>Undertake District Plan submissions and mediation to ensure there is minimal impact from legislation changes</p>	34	Collaborate with HortNZ to reduce NZKGI input	
5.3	Respond to media		7.5		

6. Organisational Management

Objective: To act responsibly and ethically on all economic, environmental, social and regulatory issues to the benefit of NZKGI and the wider community

Target: Ensure NZKGI is professional and well run, with maximum benefit for the levy investment received

Code	Strategic Outcome	Activity	Internal Resource Required (days)	External Resource	Comment
6.1	Implement a strategy for NZKGI	Strategic plan created and accepted by growers Strategic plan reviewed regularly	6		
6.2	Abide by the rules of the Society	Elections are held IAW the rules AGM is conducted IAW the rules	15		
6.3	Implement appropriate policies and holder meetings that manage the Society	There are regular reviewed policies for: <ul style="list-style-type: none"> - Health & Safety - Complaints - Conflicts - Credit Cards - Travel & Expenses Reimbursement - Overseas Travel - Financial Delegation Executive Committee Forum Meetings Financial Management	98		
6.4	Ensure the Forum is remunerated appropriately	The Remuneration Review Committee meet and recommendations approved by the Forum	2		