

WA Pome Fruit Industry Strategic Plan 2015 - 2020



Pōnewest

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1. Overview of the Plan

Vision

A profitable and sustainable Western Australian pome fruit industry that meets market requirements and consistently satisfies consumers with high quality fruit.

Mission

Working in partnership with our stakeholders to provide industry leadership, strategic direction and innovative solutions to support a profitable and sustainable Western Australian pome fruit industry.

Objectives and Key Strategy Areas

Objective	Strategies
1. To increase the profitability and sustainability of the Western Australian pome fruit industry	Improve the productivity and domestic and international competitiveness of the Western Australian pome fruit industry and safeguard against potential pest threats. The three objective strategies are: 1.1 Securing the production base 1.2 Improve production efficiency and innovation 1.3 Develop and maintain market opportunities
2. To increase the quality and consumption of Western Australian pome fruit	Increase the quality and consumption of Western Australian pome fruit by product development, product enhancement and developing maturity standards to meet consumer expectations. The three objective strategies are: 2.1 Product development 2.2 Product enhancement 2.3 Developing maturity standards for Western Australian pome fruit
3. To provide industry leadership, unity and purpose	Support industry development through enhancement of the operating environment, encompassing leadership and skills development, partnerships, communication, extension, planning and R&D capability. The two objective strategies are: 3.1 Provide leadership and a supportive operating environment 3.2 Capacity and capability

2. Introduction

Why a new plan?

Since 1998 the Western Australian pome fruit industry has operated under their own strategic plan. The current pome fruit producer's committee plan has guided activities over the last five years. The current plan focussed on increasing the profitability for Western Australian fruit growers under the former Fruitwest entity. Due to the changing nature of the Western Australian pome fruit industry the Pomewest Executive has developed the new WA Pome Fruit Industry Strategic Plan to guide them in the delivery of meaningful results for industry.

What will the New Plan do?

This new plan has been developed to strategically guide the Pomewest Executive and to identify priorities for investment of research and development (R&D) funds over the next five years. The new WA Pome Fruit Industry Strategic Plan is designed to identify the key objectives and strategies required to support a profitable and sustainable Western Australian pome fruit industry.

How has the Plan been developed?

Previous WA Pome Fruit industry strategic plans were reviewed and this WA Pome Fruit Industry Strategic Plan has been developed after consideration of the needs of the state pome fruit producers, the supply chain and consumers.

How will the plan be implemented?

The plan will be used by the Pomewest Executive to guide decision making and R&D investment over the next five years. The plan will be reviewed by the Pomewest Executive at least annually and will be used as the basis for investments relating to development of the Western Australian pome fruit industry.

3. Strategic Approach

The strategic approach used in developing this strategic R&D Investment Plan has five main components:

1. **Vision:** Where the industry wants to be at a particular point in the future
2. **Mission:** Defining the industry, its key purpose and values
3. **Objectives:** Outcomes that need to be achieved to deliver the vision
4. **Strategies:** How the objectives will be achieved
5. **Outputs:** Identifying the tangible results that will benefit the industry

4. Background

The Western Australian Pome Fruit Industry

Pome fruit are a significant fruit crop in Western Australia with most grown in the South West region (Donnybrook, Manjimup and Pemberton) as well as the Perth Hills and surrounds. Pears and Nashi are a minor commercial crop in Western Australia, grown in similar areas to apples. Pome fruit production covers 1300 hectares in Western Australia. The state produces around 11 percent of national apple production and 5 percent of national pear production. Western Australian orchards produce an annual total of 36,000 tonnes of pome fruit a year. The average property size is 9.7 hectares and the average yield is 30 tonnes per hectare. The gross farm gate value of the industry is around \$45 million per annum and a small percentage of production is exported.

5. Vision

A profitable and sustainable Western Australian pome fruit industry that meets market requirements and consistently satisfies consumers with high quality fruit.

6. Mission

Working in partnership with our stakeholders to provide industry leadership, strategic direction and innovative solutions to support a profitable and sustainable Western Australian pome fruit industry.

7. Objectives

The Strategic Plan identifies three primary objectives. These three core objectives underpin future profitability and sustainability of the Western Australian pome fruit industry.

Primary Objectives

Objective 1:	Objective 2:	Objective 3:
<p>Increase the profitability and sustainability of the Western Australian pome fruit industry</p> <p>Improve the productivity and domestic and international competitiveness of the Western Australian pome fruit industry and safeguard against potential pest threats</p>	<p>Increase the quality and consumption of Western Australian pome fruit</p> <p>Increase the quality and consumption of Western Australian pome fruit by product development, product enhancement and developing maturity standards to meet consumer expectations</p>	<p>Provide industry leadership, unity and purpose</p> <p>Support industry development through enhancement of the operating environment, encompassing leadership and skills development, partnerships, communication, extension, planning and R&D capability</p>

8. Key Strategy Areas

The Strategic Plan has identified eight key strategy areas. These are identified within each of the three objectives as follows:

Objective 1:

Increase the profitability and sustainability of the Western Australian pome fruit industry

Rationale:

The Australian pome fruit industry is facing increased competition in the international marketplace from other southern hemisphere competitors. To remain globally competitive the Australian domestic industry needs to improve their productivity and operations by raising their production efficiencies, product quality and the effectiveness of their marketing campaigns. The result of these improvements can relate to lower production costs and increased profitability. The Western Australian pome fruit industry is faced with a number of challenges including the need to protect industry against invasive and established plant pests and disease and environmental threats; finding new ways to increase market share and production outputs to reduce costs; and the need to understand consumers, customers and competitors in order to develop new market opportunities.

Strategies:

1.1 Securing the production base

Outputs:

- Develop a WA Pome Fruit Biosecurity Strategic Plan to protect the Western Australian pome fruit industry from invasive pests and disease that threaten trade, profitability, sustainability and the environment.
- Ensure there is targeted surveillance for Coding moth in high risk production areas.
- Surveillance trapping as a first step towards proving low pest prevalence or freedom from Mediterranean fruit fly in key production areas.
- Co-investment in the state trapping surveillance program for Queensland fruit fly.

1.2 Improve production efficiency and innovation

Outputs:

- Provide growers and the industry with the necessary information to make objective decisions regarding production efficiencies and profitability issues.
- Commission innovative production R&D to maximise Western Australian pome fruit orchard productivity and to lower the costs of production.
- Focus on improved orchard productivity including new varieties, tree, water, soil, nutrient, labour and land management, including understanding climate change and the benefits robotics to replace high labour costs.
- Provide growers with the results of current research and development.

1.3 Develop and maintain market opportunities.

Outputs:

- Provide marketing, R&D and industry support for new pome fruit varieties.
- Manage R&D projects, provide support for other (e.g. national) programs that will improve orchard and pack shed productivity to facilitate better marketing/sales results.
- Evaluate ways to increase domestic market share and research and develop premium, niche and export markets.

Objective 2:

Increase the quality and consumption of Western Australian pome fruit

Rationale:

The Australian pome fruit industry has a high dependence on the domestic market, which makes the industry vulnerable to future import competition. At present there are no enforced quality specifications for Australian pome fruit, and consequently, there is considerable variability in quality in the market place. At present the pome fruit industry is competing against other fruits and snack food manufactures for a share of the domestic market. In recent years new varieties of apples have appeared in Australia with mixed success, however there appears to be little new product development in the pear sector. With declining domestic consumption of pome fruit, the Western Australian pome fruit industry is keen to support development of new varieties and rootstocks in line with consumer preferences; including targeting competitive advantages such as taste, freshness, maturity and food safety. Planning is also underway to development pome fruit maturity testing standards under the WA Biosecurity and Management (BAM) Act to ensure consumers receive consistent high quality pome fruit to meet their quality expectations.

Strategies:

2.1 Product development

Outputs:

- Facilitate and initiate access to new pome fruit varieties and rootstocks.
- As required commission R&D on new pome fruit varieties to determine maturity and quality parameters.
- Trial new pome fruit and rootstock varieties in different growing regions to determine their potential for production in Western Australia.

2.2 Product enhancement

Outputs:

- Work with all industry stakeholders to promote the consumption of Western Australian pome fruit, to increase consumer awareness and demand.
- Provide information to growers to ensure their participation in quality assurance and food safety programs.
- Work with all stakeholders and the supply chain to ensure consumers receive high quality, affordable and tasty fruit to satisfy consumer demands.

2.3 Developing maturity standards for Western Australian pome fruit

Outputs:

- Complete the testing of three apple varieties (Royal Gala, Granny Smith and Pink Lady) and determine their maturity standards under the WA BAM Act.
- Complete maturity and quality testing on the new Western Australian ANABP01 apple variety and also determine its maturity standards under the WA BAM Act.
- Commission the maturity testing on three other apple (or pear) varieties to determine their maturity standards under the WA BAM Act.

Objective 3:**Provide industry leadership, unity and purpose****Rationale:**

The Pomewest Executive have been appointed to represent the interests of Western Australian pome fruit growers. Working with the Executive Officer they have a responsibility to provide industry leadership, unity and direction. They are well positioned to foster greater industry and supply chain collaboration, to support industry growth, production, sales and profitability through enhanced planning to promote and communicate the value of the Western Australian pome fruit industry.

Strategies:**3.1 Provide leadership and a supportive operating environment****Outputs:**

- Maintain a database of industry growers, supply chain entities and other stakeholders.
- Provide a comprehensive range of communication systems to ensure industry stakeholders are kept informed on important industry matters.
- Develop and maintain cost-effective communications channels (website, newsletters or magazine) and organise state workshops or conferences to improve grower/supply chain knowledge.
- On a case-by-case basis ensure the WA pome fruit industry has and a positive media presence supported by press releases as needed.

3.2 Capacity and capability**Outputs:**

- Develop a formal Pomewest communication strategy.
- Ensure Pomewest adopts a state (and national) leadership role to achieve a higher profile for the WA pome fruit industry.
- Raise political awareness of industry issues and act as industry spokesman on all commercial issues affecting the industry.
- Ensure Western Australian industry members are aware education and training services to meet current and future needs.

Reference:

APAL Strategic Plan 2014-2019

Australian Citrus Strategic R&D Plan 2011-15

Fruitwest Strategic Plan 2010-2015

The Western Australian Pome Fruit Industry Strategic Plan 2004-2009

VICDPI Pome fruit situation and needs analysis, 2007

