

NGINA Strategic Plan 2020-2023



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Introduction

Nursery & Garden Industry NSW & ACT (NGINA) has an existing strategic plan that is due to expire at the end of 2020. In July 2020 the directors engaged a new Chief Executive Officer who was tasked with drafting the next strategic plan for Board approval. A comprehensive member engagement survey was conducted, to which around half of NGINA members responded. The results have informed this plan.

Vision

To have a growing, united and sustainable nursery and garden industry that promotes its contribution to the health and well-being of the NSW/ACT economy, its environments and people.

Mission

To facilitate our members' success in growing their businesses in a profitable, efficient, responsible and environmentally safe manner through:

- **Membership Services**—identifying and delivering on member needs with a range of desirable services to ensure membership retention and growth.
- **Professional Development**—supporting our members to improve their business' professionalism, performance and profit, and supporting them in obtaining the necessary skills, qualifications and experience. Promoting the industry as an attractive career option.
- **Advocacy**—building strong relationships with state and local government through mutual responsibilities around growth, investment, biosecurity and environmental responsibility.
- **Association Sustainability**—identifying and developing services to improve the economic sustainability of the Association to provide tangible growth

Guiding Principles

- Our members are professional operators in the nursery industry and our support and service must always reflect a professional approach to them.
- We will always operate in an ethical manner and accept the importance of being collectively responsible for the local community and environment as an integral part of our core business.
- Our industry is the genesis of many other industries and we must be strong environmental stewards for the benefit of the communities we serve through the promotion of sustainable business practices and fulfil our duties in biosecurity mitigation.

The following document contains a summary of the NGINA Strategic Plan 2020–2023's four key priority areas, goals and objectives that make up the overall plan. The outcome of the plan will be a provision of quality products and services, reflecting a commitment by NGINA to continually support and empower the work of greenlife businesses in NSW/ACT.



Summary

Imperative	Activities	KPIs	Measures
1. Membership Services	<ul style="list-style-type: none"> Undertake a review of NGINA member benefits, services and acquisition Undertake exit interviews Generate statistical reports on member attendance Review member communication platforms Assist members with obtaining grants Conduct state-wide events Use technology to deliver member services Explore a supply chain solution 	<ul style="list-style-type: none"> Identify a hierarchy of member needs and develop a member services program Increase membership Increase membership participation in NGINA events and training Increase member engagement with communication platforms Develop technology platforms to deliver member services Develop business solutions across the supply chain 	<ul style="list-style-type: none"> Member engagement survey conducted annually Board-approved membership services program Board-approved communications plan Online member meetings and services Establish a committee to address supply, transport and freight, and to make recommendations for Board approval
2. Professional Development	<ul style="list-style-type: none"> Develop informative and educational programs Reassess future leaders' program Build stronger relationships with RTOs and GTCs Promote the skill of the industry Develop a strategy to target the younger generation as potential consumers and/or future industry employees 	<ul style="list-style-type: none"> Develop an annual calendar of NGINA training courses and events Engage future leaders Develop apprentice recruiting information Create technical information sheets 	<ul style="list-style-type: none"> Board-approved training program Reintroduce the Next-Gen Program Create technical information sheets for the website Promote apprenticeships and measure member uptake year on year
3. Advocacy	<ul style="list-style-type: none"> Develop policy positions on key issues Develop consistent messages about the value and importance of the nursery industry Foster relationships to assist NGINA in its lobbying efforts Develop and implement an advocacy plan Undertake marketing initiatives to consumers 	<ul style="list-style-type: none"> Develop policy positions Engage with external stakeholders Engage with potential students and employees Engage with local government and the ministers for water and agriculture Develop a submission template Develop an advocacy plan 	<ul style="list-style-type: none"> Board-approved policy positions Delivered outcomes aligned to policy Board-approved advocacy plan Delivered outcomes aligned to advocacy
4. Association Sustainability	<ul style="list-style-type: none"> Increase net membership Review the NGINA partnership program Increase alternative revenue streams Research possible commercial deals for members Undertake a review of the membership categories Undertake an operational review of NGINA's constitution and NGINA's bylaws Develop director induction packs and clearly defined director portfolios Undertake an operational review of NGINA office processes and procedures Develop a process to enhance governance oversight of expenditure Strategically assess Trade Day Review staff job descriptions and employment contracts Conduct a WHS audit of Trade Day and the NGINA office 	<ul style="list-style-type: none"> Increase membership Develop a partnership program with clearly identified benefits and increase revenue Suggest improvements to the constitution and bylaws Improve financial oversight Explore alternatives to Trade Day Develop job descriptions, identify KPIs and implement a development plan for all staff, review contracts Undertake a skills matrix of the directors and suggest director portfolios Implement safety protocols for Trade Day and develop a safety management plan for the NGINA office 	<ul style="list-style-type: none"> Membership increased by a minimum of 66 members or enough membership revenue to cover at least 60% of NGINA costs Board-approved partnership package. Increase revenue by 100% in the first year, 50% in the second year and 50% in the third year or 20% of NGINA costs by the third year Board-approved alternative revenue streams. \$90,000 or 20% of NGINA costs Board-approved corporate governance structure including director portfolios, an updated constitution, and the introduction of an audit and risk committee Improved NGINA processes and procedures

1. Membership Services—Provide a membership-focused service at all times.

- 1.1 Undertake a review of NGINA member benefits and services—both tangible and intangible. Conduct a member survey as part of the review to help better understand services used and consider alternative and additional member benefits

KPI: Member survey
Accountable: CEO
Target: 2020
- 1.2 Identify a hierarchy of member needs and develop a member services program including professional events to encourage networking and educational opportunities. Seek feedback from members to reassess and align programs (e.g., pre-plan an annual calendar of cost-effective and informative events and training courses).

KPI: Member services program
Accountable: CEO and Membership Services Director
Target: Ongoing
- 1.3 Assess current and future processes to attract and engage with prospective members. For example, investigate how best to identify and connect with potential members, review the membership prospectus and improve the process for inducting new members. Develop a clear plan to expand NGINA's business development capabilities.

KPI: New membership prospectus, process map the acquisition process, business development plan
Accountable: CEO
Target: Ongoing
- 1.4 Undertake exit interviews for all members to understand why they have resigned from the Association. Report findings to the Board and revisit engagement strategies if required.

KPI: 100% completion of exit interviews
Accountable: CEO and Membership Services Director
Target: Ongoing
- 1.5 Generate statistical reports from the Memberconnex database on member attendance at events and develop strategies to increase attendance.

KPI: Increase member engagement
Accountable: CEO
Target: Annually
- 1.6 Undertake a holistic review of NGINA member communication platforms (e.g., website, eNews and N&G News) and upon completion develop and implement a communications plan as agreed upon by the Board.

KPI: Communications plan
Accountable: CEO and Marketing & Communications Director
Target: 2020
- 1.7 Promote a source or list of government grants and support programs that, if desired, could be activated by NGINA and/or its members. Provide an alternative path for members by developing a partnership with a grant writing company.

KPI: Grants for NGINA
Accountable: CEO
Target: Mid 2021
- 1.8 Increase technology services for members by providing information on web services, CRM, POS and website development.

Accountable: CEO and Marketing & Communications Director
Target: Ongoing
- 1.9 Use technology to deliver products and services to members.

Accountable: CEO and Marketing & Communications Director
Target: 2020
- 1.10 Develop business solutions across the supply chain.

KPI: Establish a committee to address supply, transport and freight
Accountable: CEO/Policy & Advocacy Director
Target: 2020
- 1.11 Develop clear reporting paths and communication channels with the regional and special interest groups to disseminate information.

Accountable: CEO/Vice President
Target: Ongoing
- 1.12 Actively engage with existing members.

KPI: Conduct a site visit with every member at least once a year
Accountable: CEO/Membership Services Director/Vice President
Target: Ongoing

2. Professional Development—Ensure the continual improvement of the industry through professional development at all levels.

2.1 Increase members' knowledge through the use of informative and educative programs.

Accountable: CEO/Professional Development Director

Target: Ongoing

2.2 Identify appropriate training requirements and conduct training courses.

Accountable: CEO/Professional Development Director

Target: Ongoing

2.3 Reassess future leaders' program for the industry. Consider establishment of a mentorship program.

Accountable: CEO/Professional Development Director

Target: Ongoing

2.4 Build stronger relationships with leading educational providers to help nurture our young leaders and cultivate a skilled laborforce. Establish strategies to encourage participation in not only horticulture but also disciplines that support the sector, like business management, engineers, IT, scientists and the like. Consider re-establishment of an education advisory committee.

Accountable: CEO/Professional Development Director

Target: Ongoing

2.5 Communicate to members the benefit of engaging an apprentice and develop materials to explain and simplify the process.

Accountable: CEO/Professional Development Director

Target: Ongoing

2.6 Promote continual improvement of the horticultural industry through technical knowledge transfer and best practice programs. Identify industry experts and contacts, and form relationships to help build industry capacity, i.e., lean production processes.

Accountable: CEO/Professional Development Director

Target: Ongoing

2.7 Provide opportunities for members to improve business performance and profit. Identify and utilise technology to enhance the website's members' section to better share information, i.e., technical papers, etc.

Accountable: CEO/Professional Development Director/Marketing & Communications Director

Target: Ongoing

2.8 Support our members to showcase and promote their industry.

Accountable: CEO/Professional Development Director

Target: Ongoing

2.9 Further enhance member opportunities at all industry-related events.

Accountable: CEO/Professional Development Director

Target: Ongoing

2.10 Actively engage with members to help them promote their businesses and/or individuals within the business to gain external recognition for industry. Encourage members to share their success and apply for grants and awards as the opportunity presents.

Accountable: CEO/Professional Development Director

Target: Ongoing

3. Advocacy—Ensure a viable and sustainable industry by establishing and maintaining relationships with all levels of government in NSW/ACT with the aim of promoting the association as the peak horticultural industry body.

3.1 Develop and clearly articulate NGINA's policy positions on key issues, e.g., water, biosecurity, energy, market access, climate change, etc.

Accountable: CEO/Policy & Advocacy Director

Target: Mid 2021

3.2 Identify and create relationships that will assist NGINA in advocating to government on all related policy directives.

Accountable: CEO/Policy & Advocacy Director

Target: Ongoing

- 3.3** Develop and implement an advocacy plan and ministerial visitation program.
Accountable: CEO/Policy & Advocacy Director
Target: End 2021, then ongoing
- 3.4** Engage with government to strategically support research and development, improve biosecurity and reduce risk for industry. Where appropriate, ensure industry is aware of risks, biosecurity, technical matters, R&D undertaken and any preventative measures.
Accountable: CEO/Policy & Advocacy Director
Target: Ongoing
- 3.5** Become more engaged with local councils to develop and enhance relationships and awareness of the NSW/ACT nursery industry.
Accountable: CEO/Policy & Advocacy Director
Target: Ongoing
- 3.6** Undertake marketing initiatives that promote the value of green space to consumers, with the goal of increasing greenlife sales.
Accountable: CEO/Policy & Advocacy Director/Marketing & Communications Director
Target: Ongoing
- 3.7** Develop consistent messages about the value and importance of the nursery industry that can be used by directors and NGINA staff to build external brand awareness, e.g., a one-page fact sheet explaining economics, growth, diverse careers, importance and opportunities, best practice standards, etc.) This would also be useful as submission content.
Accountable: CEO/Policy & Advocacy Director/Marketing & Communications Director
Target: Ongoing
- 3.8** Develop a strategy to target the younger generation as potential consumers and/or future industry employees. Assess how we better engage with secondary schools and RTOs.
Accountable: CEO/Policy & Advocacy Director/Marketing & Communications Director/Professional Development Director
Target: Ongoing
- 3.9** Explore avenues for partnering with other stakeholders to advocate for green space.
Accountable: CEO/Policy & Advocacy Director
Target: Ongoing
- 3.10** Develop a risk matrix highlighting issues that could impact industry (i.e., drought) and work up appropriate risk mitigation strategies as part of an advocacy campaign.
Accountable: CEO/Risk & Audit Committee
Target: Ongoing

4. Association Sustainability—Identify and develop services to improve the economic sustainability of the association to provide tangible growth.

- 4.1** Increase net membership by 10% each year. Base year (year end 2020) = 200 members; first year (year end 2021) = 220 members; second year (year end 2022) = 242 members; third year (year end 2023) = 266 members.
Accountable: CEO/Membership Services Director
Target: Ongoing
- 4.2** Review and consider changes to the NGINA partnership program to meet the ongoing needs of NGINA and its partners. Increase partnership revenue from \$20,000 in the base year (2020) by 100% in the first year (2021) = \$40,000; 50% in the second year (2022) = \$60,000; and 50% in the third year (2023) = \$90,000.
Accountable: CEO/Membership Services Director
Target: Ongoing
- 4.3** Board-approved alternative revenue streams (such as training, events, fee for service, grants, Plant Sure, magazine advertising, etc.). Increase revenue from \$20,000 in the base year (2020) by 100% in the first year (2021) = \$40,000; 50% in the second year (2022) = \$60,000; and 50% in the third year (2023) = \$90,000 or 20% of NGINA operating costs.
Accountable: CEO/President
Target: Ongoing
- 4.4** Explore potential synergies with preferred third-party suppliers and service providers to identify cost savings for NGINA, commercial member deals for members and/or alternative revenue streams for NGINA.
Accountable: CEO/Membership Services Director
Target: Ongoing
- 4.5** Undertake a review of the membership categories and associated fees to determine if the categories are aligned with the constitution, and are still the most indicative of the industry and the most economically optimal.
Accountable: CEO/Membership Services Director
Target: Ongoing

- 4.6** Undertake an operational review of NGINA's constitution and bylaws to check for compliance with the current versions and make suggestions for improvements to corporate governance structure, e.g., develop director portfolios and establish a well-serviced network of committees in line with NGINA's constitution and bylaws. Make improvements to the constitution if required.
Accountable: CEO/President
Target: End 2021
- 4.7** Undertake an operational review of NGINA office processes and procedures.
Accountable: CEO
Target: Ongoing
- 4.8** Review current IT platforms and upgrade where appropriate for enhanced reporting and member engagement. The review will take into account the database, website and local operating system.
Accountable: CEO
Target: End 2021
- 4.9** Undertake a risk audit of Trade Day and review WHS policies for NGINA office and all events.
Accountable: CEO/ Membership Services Director
Target: 2020
- 4.10** Develop a process to enhance governance oversight of expenditure, e.g., establish an audit and risk committee.
Accountable: CEO/President
Target: End 2021
- 4.11** Develop a risk matrix highlighting issues that could impact industry (i.e., drought) and work up appropriate risk mitigation strategies.
Accountable: CEO/Audit & Risk Committee
Target: End 2021
- 4.12** Strategically assess Trade Day to ensure it remains financially viable and is meeting the long-term objectives of NGINA and its members.
Accountable: CEO/Membership Services Director
Target: End 2021
- 4.13** Review and develop job descriptions for all staff members that are aligned with defined key performance indicators to best implement the strategic plan. Develop a continuing professional development program for each staff member and rewrite employment contracts.
Accountable: CEO
Target: End 2020
- 4.14** Review strategic and commercial relationship with Greenlife Industry Australia.
Accountable: CEO/Policy & Advocacy Director
Target: Ongoing

Specific KPIs				
Target	Baseline/2020	2021	2022	2023
Increase membership numbers	200 (aim for 210)	220 (aim for 240)	242 (aim for 260)	266 (aim for 280)
Increase partnership revenue	\$20,000	\$40,000	\$60,000	\$90,000
Increase revenue from alternative revenue streams	\$20,000	\$40,000	\$60,000	\$90,000





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