



# RGA Strategic Plan 2022-2026

## Our vision

Our vision is for a prosperous and progressive rice industry in Australia.

## Our purpose

- ① Represent and advocate for the interests of all rice growers in Australia and their communities,
- ② Add value to members and their businesses,
- ③ Provide leadership and coordination, and
- ④ Provide accurate and unbiased information.

## Our values



Integrity



Leadership



Innovation & progression



Equality in collaboration & representation



Environmental stewardship

## Our strategy

<b>STRATEGIC RESULT #1: MEMBERSHIP: Members value their RGA membership.</b>	
<b>Outcomes to be achieved</b> <ul style="list-style-type: none"> <li>Members feel well-represented and informed in all key policy areas.</li> <li>Members know what the RGA does for them.</li> <li>The RGA is the facilitator of all rice industry engagement.</li> </ul>	<b>Priority activities</b> <ul style="list-style-type: none"> <li>Respected and respectful clear communication; policy comms, membership comms, magazine, social media, member updates.</li> <li>Engage with existing members and actively identifying and reaching potential new members.</li> <li>Maintain and establish partnerships – aligned with values.</li> <li>Maximise opportunities through projects and programs.</li> <li>Retain a baseline of 85% of active growers as members.</li> <li>Organise and host membership events and activities (branch meetings).</li> <li>Annual Australian Rice Growers' Conference.</li> </ul>
<b>STRATEGIC RESULT #2: RESOURCES: RGA has sufficient resources to meet its goals</b>	
<b>Outcomes to be achieved</b> <ul style="list-style-type: none"> <li>Innovative, agile and effective organisation that is fit for purpose.</li> <li>An inspirational place to work and volunteer with adequate human resource capabilities.</li> <li>Sustainable organisation valued by members.</li> <li>The RGA has multiple revenue sources.</li> </ul>	<b>Priority activities</b> <ul style="list-style-type: none"> <li>Manage and build on strategic industry stakeholder/pillar relationships.</li> <li>A diverse and strong funding model, maximising fee for service opportunities, grants and projects.</li> <li>Attract and retain a diverse and talented workforce.</li> <li>Fit for purpose organisational structure.</li> <li>Engaged and functional members with healthy membership retention and renewal.</li> <li>Regular and effective Board, Central Executive, Policy Committee and Staff Meetings and Workshops.</li> </ul>
<b>STRATEGIC RESULT #3: LEADERSHIP: There are capable and well-respected leaders within the rice industry and community</b>	
<b>Outcomes to be achieved</b> <ul style="list-style-type: none"> <li>The RGA and rice industry have a cohort of leaders who take up positions to lead and transform the industry.</li> <li>The RGA is the lead on delivering successful, fit for purpose leadership programs for the industry.</li> </ul>	<b>Priority activities</b> <ul style="list-style-type: none"> <li>Rice industry leadership program.</li> <li>Program participants embrace transformational leadership.</li> <li>Inspire, grow, and enable Board, Delegates, Staff and Members.</li> <li>Industry leadership taskforce is active and engaged.</li> </ul>
<b>STRATEGIC RESULT #4: ADVOCACY: RGA is a highly influential agricultural advocacy group</b>	
<b>Outcomes to be achieved</b> <ul style="list-style-type: none"> <li>Policies that benefit rice growers are clearly defined.</li> <li>Independent and trusted voice for the rice industry.</li> <li>Stakeholders act on the RGA's advice.</li> <li>The rice industry has a positive media presence.</li> <li>Improved access to and reliability of water for growers.</li> </ul>	<b>Priority activities</b> <ul style="list-style-type: none"> <li>Information and evidence-based policy advocacy.</li> <li>Strategic partnerships and alliances.</li> <li>Broad political influence; apolitical and non-partisan.</li> <li>RGA policy committees are active and regularly engaged.</li> <li>Monitor policy changes and develop industry responses.</li> <li>Active peak body membership.</li> <li>Direct engagement with MP's officials and stakeholders.</li> <li>Submissions are aligned with policy and industry requirements.</li> </ul>
<b>STRATEGIC RESULT #5: PRODUCTION/REPUTATION: Australian rice growers are the world leaders in efficient and sustainable rice production - from paddock to plate</b>	
<b>Outcomes to be achieved</b> <ul style="list-style-type: none"> <li>Consumer awareness of the sustainable qualities of the Australian Rice Industry and its production.</li> <li>Industry excellence, reputation and innovation.</li> <li>Sustainable rice industry and farm businesses.</li> </ul>	<b>Priority activities</b> <ul style="list-style-type: none"> <li>Effective collaboration between industry partners SunRice Group, AgriFutures Australia and RGA.</li> <li>Build and maintain strategic relationships for our 'licence to operate'.</li> <li>The RGA shares the stories of growers and rice growing communities more broadly.</li> <li>The RGA is involved in delivering environmental programs for the industry and the broader community.</li> <li>Growers have input into industry RD&amp;E programs.</li> </ul>

## Our work plan

Each year the RGA team build a workplan aligned to the strategic plan.