

WA Citrus Strategic Plan 2023-2030



VISION

The WA Citrus Industry is profitable, sustainable and driven by markets which demand quality WA-grown citrus fruit.

OBJECTIVES

- 1. Consistent consumption of WA grown fruit of 12kg citrus per person per annum**
- 2. Achieve Class 1 price premiums for WA citrus in the domestic market.**
- 3. Export 20% of citrus fruit produced in WA.**
- 4. Achieve first grade pack out rates of at least 65% across all varieties.**
- 5. Achieve near zero losses from environmental and biosecurity events.**
- 6. Assist WA citrus businesses achieve their Environmental, Social and Governance goals.**

STRATEGIES

1. Grow consumption of Western Australian citrus fruit.	2. Identify and implement production efficiencies for profitability growth.	3. Invest in quality improvements and product development.	4. Maintain existing and develop new international markets.	5. Lead a responsive and innovative industry that rewards FFS payers.
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TACTICS

<ol style="list-style-type: none"> 1. Work with all sectors of industry to promote WA citrus. 2. Conduct a marketing review and include marketing done by all sectors of the supply chain – pack houses, chains as well, to look at how all efforts can be aligned and leveraged better. <ul style="list-style-type: none"> • Determine consumer expectations of local fruit. • Investigate and advance innovations in marketing. • Learn from other commodities. 3. Collaborative communication on promotional and marketing efforts to align efforts, avoid duplication but allow for individual competitiveness. 4. Invest in developing resources and business insights to assist the industry's understanding of how the domestic and export fruit markets operate and evolve to drive informed decision-making. 	<ol style="list-style-type: none"> 1. Invest in developing best management practices in the orchard to meet the 65% 'Grade One' pack out. 2. Continue efforts on fruit maturity standards to improve fruit quality, and investigate how best to increase adoption. 3. Workforce - review labour and skills services and efficiencies required to meet the WA citrus industry requirements. 4. The way citrus is marketed has evolved and new channels to market have been created. Understand the options for quality and economics. 5. Nurture collaboration amongst growers to get economies of scale. 6. Establish citrus benchmarking to track orchard and financial performance. 7. Create opportunity for growers to assess their business and proactively plan for the future. 	<ol style="list-style-type: none"> 1. Determine the citrus varieties in production and assist growers with varietal selection to meet future markets. 2. Engage with the value chain including pack sheds to ensure quality consistency: <ul style="list-style-type: none"> • Drive quality improvements with a shorter supply chain. • Work with agents and retailers to reduce storage time of citrus fruit. 3. The packhouse reference group will: <ul style="list-style-type: none"> • Identify minimum standards and improve the consistency of pack outs. • Using benchmarking data from across the chain to track packhouse quality and product management. • Engage growers as fruit is being packed to improve their understanding of fruit quality on market access. 4. Explore value adding and waste management innovations to divert low grade fruit from the markets. 	<ol style="list-style-type: none"> 1. Assist members to improve relationships with their agent/grower transparency, information flow, consistency, feedback, industry engagement. 2. Improve access to export markets by addressing costs and disincentives that create barriers. Led by larger growers, with opportunity for others to achieve volumes. 3. Continue collaborative supply/marketing to achieve scale, market presence or efficiencies. 4. Establish citrus benchmarking using data from across the chain to track market and retail efficiency. 5. In conjunction with Citrus Australia, identify and prioritise export market niches where there is demand and growth potential for competitive supply of quality WA citrus. 	<ol style="list-style-type: none"> 1. Lead the WA citrus industry's advancement, representing and engaging the whole value chain. 2. Access and leverage funding to enable industry development and promotion. 3. Build leadership capability and growers skills to increase the professionalism of the industry. 4. Oversee the state's citrus industry biosecurity plan to maintain near zero losses of fruit by reducing biosecurity risk. 5. Build a WA Citrus Industry ESG Framework including: a carbon footprint, waste management, sustainability efforts and social impact across the supply chain. 6. Enhance the communications plan to map the messaging and improve current channels: internal (members, supply chain) & external (consumers). 7. Undertake a risk assessment (AS31000) for the WA industry. 8. Monitor performance against strategic plan.
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