

# SAOGA & SAORC STRATEGIC PLAN

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2020-2025

South Australian Oysters Growers Association  
incorporating the South Australian Oyster  
Research Council





# SAOGA & SAORC

## Five Year Strategic Plan (2020-2025)

This is the Strategic Plan of the South Australian Oyster Growers Association incorporating the South Australian Oyster Research Council commencing 1 July 2020 (financial year 2021) to 30 June 2025 (financial year 2025). This plan was approved by the Board on 29 May 2020.

### STRATEGIC VISION

South Australian Oyster Growers are market leaders of oysters domestically and globally.

The South Australian Oyster Growers Association (SAOGA) are stalwarts of a sustainable and best practice oyster farming industry that values negligible environmental impacts and acts to secure a certain business environment for current and future farmers and investors in oyster farming to affirm the market position.

We will advance the South Australian Oyster Industry to benefit growers through: meaningful research and development conducted by our South Australian Oyster Research Council; by helping to secure production capacity; through good relationships and stakeholder communication; by fostering sustainable farming habits and promoting supply of superior product to market; and delivering through strong governance.

### MISSION

Provide leadership, support, advocacy and representation for South Australian Oyster Growers and to guide outcomes to achieve the strategic vision in collaboration with growers, industry, government and consumers.

This mission is underpinned by:

- Research and development to improve all facets of oyster growing, both environmentally and economically.
- Championing environmental stewardship.
- Promotion of continuous improvement in production efficiencies through research and development.
- Ensuring education, training and development opportunities are available to members.
- Implementation of market research which supports the South Australian oyster industry and contributes towards sustainable growth.
- Effective communication of research outcomes to South Australian oyster growers.
- Powerful marketing and product awareness initiatives.
- Strong leadership and governance of the Association and advocacy for growers.

## STRATEGIC PILLARS

To fulfil our vision and mission, the plan focusses our resources on five strategic pillars:



### SECURE PRODUCTION CAPACITY

Our industry leadership, strong policy and meaningful investment is critical to nurture a secure and sustainable production capacity for all South Australian growers.

#### Indicators of Success:

- Quality and quantity of spat production matches grower expectations.
- Access to disease free / resistant spat is available.
- Access to genetic gains in breeding populations is fostered.
- Secure offshore and onshore tenure arrangements.
- The 'POMS free' status is maintained.
- Investment is made in advancing breeding programs.
- Enhanced disease management programs are undertaken.

## RELATIONSHIPS & OUTCOMES

SAOGA and SAORC are actively engaged with growers, industry, government and the community and we are aware of their contemporary needs. Our association work helps position the SA oyster industry as farming, innovation and industry leaders.

### Indicators of Success:

- Strong, effective and active relationships are maintained between stakeholders.
- Recognised open, transparent, efficient and outcome focused communications.
- Information is disseminated to the membership in a timely and efficient manner.
- Contemporary and traditional engagement methods are optimized.
- Our advocacy and engagement pathways reflect member priorities.
- We openly share knowledge, support education and training, and invest and participate in research and development activities.
- We drive best practice initiatives and support our expert contributors.
- We support processes for building industry innovation and leadership.
- Maintain contemporary awareness and understanding of our interstate and international peers research and development activities, policy initiatives and marketing tactics and campaigns.

## PRODUCT & REPUTATION

South Australia is a premier oyster growing state in Australia. SA oysters are known and appreciated globally. We support our members to produce first class quality oysters. We make it our business to enhance consumer awareness, promote increased oyster consumption and exploit avenues to market through collective marketing strategies.

### Indicators of Success:

- Continued investment in research and development in breeding and disease management programs to build product confidence.
- Capitalise Oysters SA and make investment in consumer-focused marketing initiatives and campaigns to support opportunities to stabilise current markets, reconnect / re-establish markets lost owing to lost production and exploit opportunities to market oysters and increase oyster consumption.
- The best practice SA Quality Assurance / Food Safety Program is promoted and enhanced.
- We champion the industry Code of Practice and promote leading professional standards in shellfish culture through training and development, practice reviews, maintaining contemporary standards and effective stakeholder communication.

## ENVIRONMENTAL STEWARDSHIP

Our Association embodies a strong environmental ethic. We advocate for, uphold, and promote careful, responsible, and sustainable management of the environment and natural resources by growers. Our industry values negligible environmental impacts.

### Indicators of Success:

- We are recognised as stalwarts of a sustainable and best practice oyster industry.
- Information and initiatives to achieve more sustainable farming practices and outcomes is shared openly and our industry is environmentally mindful.
- We actively participate in environmental policy discussion and formulation and are always represented in environmentally focused discussions and forums.
- Best environmental practice is acknowledged and celebrated.
- Environmentally and ecologically sustainable farming advancements are supported.

## STRONG GOVERNANCE

SAOGA and SAORC are managed to ensure long term sustainability of our industry. We live within our means. The composition of our governance arrangements is consistent with our role and member expectations. Our governance processes are best practice.

### Indicators of Success

- Our membership continues to be engaged and takes an active role in industry outcomes.
- We participate with stakeholders to provide a stable policy framework that provides confidence to the industry in its: investment in infrastructure; production capacity; security of aquaculture tenure; and growth opportunities.
- Our leadership and board are diverse, agile and responsive and outcome driven.
- We regularly review of our strategic direction to ensure continued alignment with member expectations.
- The SAOGA and SAORC financial positions are secure.
- We act cohesively with our peers on both the State and National platforms to build the oyster industry in Australia.

## BACKGROUND SWOT ANALYSIS

Understanding the critical issues for the industry and its operational context are important in understanding the needs of the industry in setting the strategic direction. This SWOT analysis is based upon responses to an online growers' survey and the growers workshop held in Smoky Bay in 2018. This analysis informs the strategic plan.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Clean organic product, grown in pristine waters</li> <li>• Productive and clean industry</li> <li>• Disease free</li> <li>• Brand, demand, reputation and marketability</li> <li>• Positive public perception</li> <li>• Coastal Environment</li> <li>• Water quality and SASQAP</li> <li>• Community ownership</li> <li>• Industry now mature</li> <li>• Good relationship with PIRSA and regulators</li> <li>• Genetic programs</li> <li>• Dissemination of information through SAOGA</li> </ul>	<ul style="list-style-type: none"> <li>• Disease risks</li> <li>• Spat mortalities</li> <li>• Lack of industry cohesion re spat allocation</li> <li>• Disease free spat availability (Tasmania)</li> <li>• Reliable spat supply</li> <li>• One dimensional</li> <li>• Heavily reliant of our ability to move oysters between bays</li> <li>• Inability to effectively crisis manage impacts of response to POMS (biosecurity)</li> <li>• Supply - some growers have no seed others have what they normally have, and in some instances more - this needs to be managed</li> <li>• Lack of diversification</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Cement oysters onto the menu</li> <li>• Exports</li> <li>• Ability to grow world class product</li> <li>• Production increases due to disease resistance</li> <li>• Climate change resistant spat</li> <li>• Improved spat availability</li> <li>• Maintaining premium price</li> <li>• Expanding existing markets</li> <li>• Developing alternative markets in Australia</li> <li>• Maintaining current high prices</li> <li>• Export oyster from one direct base</li> <li>• Recovery</li> </ul>	<ul style="list-style-type: none"> <li>• Spat supply</li> <li>• Disease</li> <li>• POMS</li> <li>• Climate change</li> <li>• Government policies</li> <li>• Access to labour</li> <li>• Over supply to current markets</li> <li>• Survival of smaller growers owing to lack of availability of spat</li> <li>• Failure to cooperate &amp; work together nationally</li> </ul>



**SAGA**  
SOUTH AUSTRALIAN  
OYSTER GROWERS ASSOCIATION

  
**SAORC**  
South Australian  
Oyster Research Council