

**Five-year Business Plan
2010 - 2015
and
Annual Operating Plan
2010 – 2011**



Pulse Australia Limited
A WORK IN PROGRESS

The Australian Government Grains Research and Development Corporation (GRDC) funds a significant part of Pulse Australia's project work. Pulse Australia also receives valuable voluntary financial contributions its supporter members who are the key processors and marketers across the whole pulse value chain. These are listed on the Pulse Australia website at www.pulseaus.com.au under the index heading of "traders and handlers".

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Our Vision	Our Mission
To create a professional, high quality, sustainable and profitable pulse industry (within an overall broadleaf contribution to planned farm rotation)	To provide leadership to the Australian Pulse Industry and coordinate activities that will achieve improved profitability for all sectors of that industry

Our Goals

- 1.** To work cooperatively with GRDC and Australian Oilseeds Federation to foster and maintain grower confidence in pulses as part of a properly planned rotation, and increase the number of growers who include pulses and other broad leaf crops in their plan.
- 2.** To ensure a reliable production base of consistent and safe pulse crops which meet the requirements of the industry’s existing and future customers.
- 3.** To encourage all industry sectors that impact on production and marketing of Australian Pulses to operate at world’s best practice.
- 4.** To address any weak links in the pulse value chain as they arise and provide coordinated leadership and planning to ensure a united and focussed industry.
- 5.** To contribute to the development and profitable access for Australian pulses to all existing domestic and international market places, and where possible develop new markets.
- 6.** To distinguish Australian pulse products in the domestic and international market places.



PREFACE

Pulse Australia Limited (PA) is the Peak Industry Body for the Australian Pulse Industry. It is unique in that it is a non political body that represents all sectors of the industry, from researchers and farm input suppliers, through growers, merchants, processors, bulk handlers and exporters.

Policy

A Board of Directors is nominated from across the industry and provides direction and vision. Directors bring skills and knowledge from many areas of interest including pulse farming, pulse research, seed merchandising, marketing and exporting. The Grains Research and Development Corporation (GRDC) also nominates one director. The Board meets approximately five times each year and rotates these meetings around the mainland states.

Policy is decided by the Board, after considering input from across all sectors of industry, through close involvement with the state pulse groups and the conduct of regular regional and national industry forums



3 STREAMS OF GENERAL BUSINESS ACTIVITY

Pulse Australia has three distinct streams of activity that together provide a unified face to the Australian Pulse Industry:

- **Crop Support:** Qualified field staff provide the catalyst for coordination or information across state and institutional boundaries - actively supporting farmers to ensure confidence, sustainability and consistency of pulse production (,in conjunction with other broadleaf crops,) to enhance the overall rotation and improve cereal productivity.
- **Industry Support:** Fundamentally about filling the gaps. That is, the provision of the means to create essential linkages and communication along the value chain.
- **Market Support:** Providing a single voice for industry in the areas of market access and development, negotiating with governments and other industry bodies both domestically and internationally.

ORGANISATIONAL CAPABILITY

Pulse Australia derives its income from a combination of special project funding from the Grains Research and Development Corporation, fixed income support from major industry players – especially the cereal industry, membership income from independent processors and exporters, industry sponsors and other voluntary contributors.

It should be noted that the success of the Pulse Australia operating plan will depend upon the continuing availability of sufficient funding, and can only be achieved through ongoing industry partnerships and co-operation.

Our Targets for achievement in the Australian Pulse Industry 2010 - 2015

DRAFT – THIS IS A WORK IN PROGRESS

- 1. Increase Broad leaf crop usage in farming systems to 5 million hectares by 2015.**
- 2. Raise average total pulse yields to 1.75 tonnes per hectare by 2015.**
- 3. Reduce adjusted average input costs per tonne of pulse production by 15% by 2015.**

Pulse Australia Five-year Business Plan 2009 - 2014

~ Strategy Map ~



Our Vision for the industry:

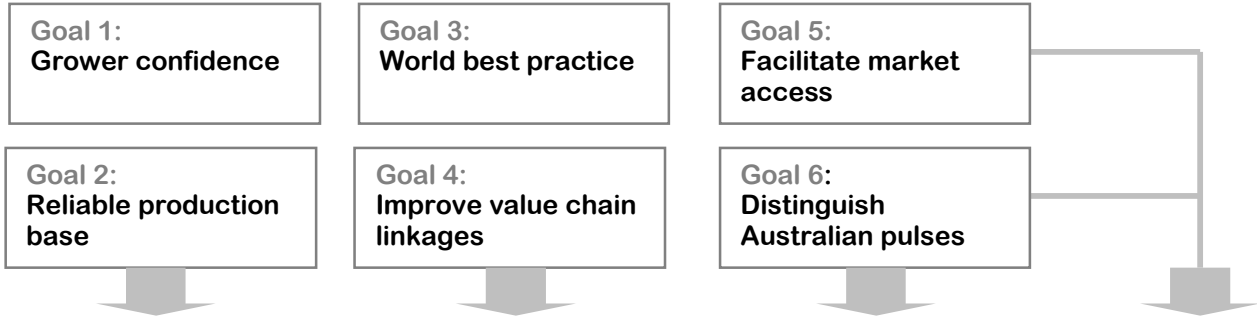
To create a professional, high quality and sustainable pulse industry which enhances the profitability of cropping systems (within an overall broadleaf contribution to planned farm rotation)



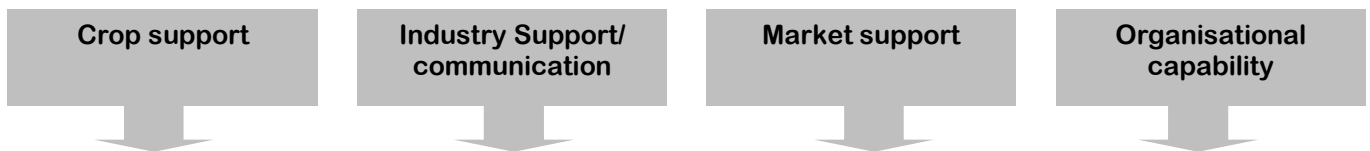
Pulse Australia's Mission:

To provide leadership to the Australian Pulse Industry and coordinate activities that will achieve improved profitability for all sectors of the industry

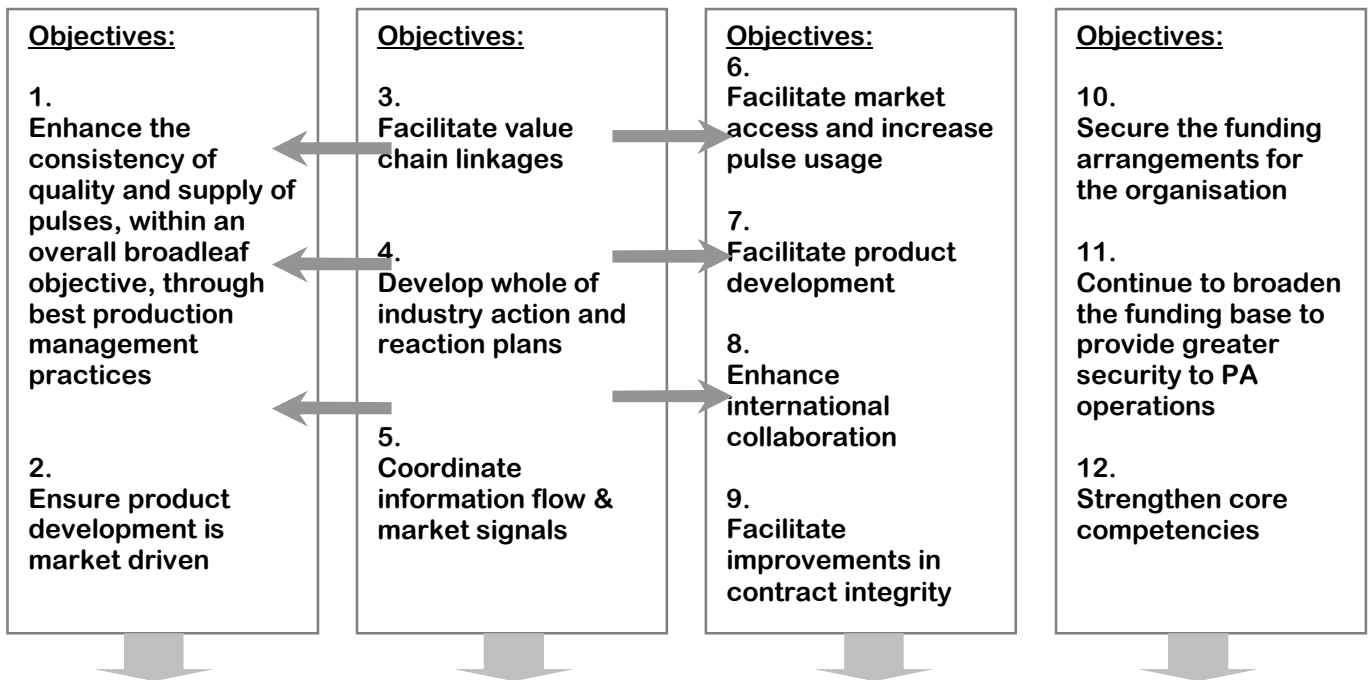
Our Goals:



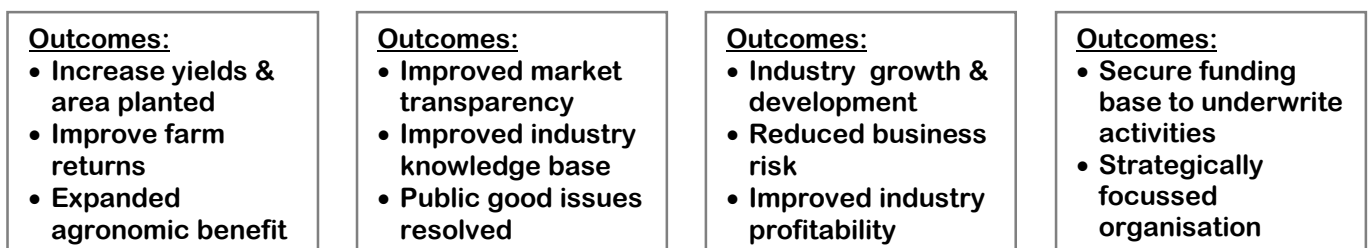
Business Streams:



Business Objectives:



Business Outcomes:



Pulse Australia
~ Annual Operating Plan 2010 – 2011 ~



Business Stream: Crop Support

Objective	Strategy	Action Milestones for 2010/11
<p>Objective 1:</p> <p>Enhance the consistency of quality and supply of pulses within an overall broadleaf objective through best production management practices.</p> <p>Continued next page</p>	<p>a. Analyse previous work to update and identify opportunities and priorities for increasing area sown to broad leaf crop - Confirm or otherwise commonly held views on why some growers choose not to incorporate BMP broadleaf rotation in their farming system and identify any other reasons. Identify and document target growers, practices and geographic areas in which greatest benefit can be attained and develop a work plan for the joint project.</p> <p>b. Continue to update and maintain web based data base of “best management practice” and web based list of extension publications with links to source for the Australian pulse industry.</p>	<ul style="list-style-type: none"> • PA/AOF steering committee in place and Initial joint PA/AOF Meeting held and draft work plan developed for eventual inclusion of PA responsibilities in PA annual operating plan - <i>July 2010</i> • Initial contact with 3 GRDC crop sequencing team leaders coordinated by GRDC and formal process of ongoing engagement with them initiated – <i>December 2010</i> • Plans completed for development, and a process in place through linkages between PA, AOF and GRDC data bases to provide, maintain and regularly update a seamless grower friendly "knowledge bank" for pulses and oilseeds incorporating "one stop shopping" access to all available research on pulses and oilseeds plus general information on BMP, quality issues, publications etc. – <i>June 2011</i> • Searchable Best Management Practice (BMP) Matrices updated and web based for inclusion in the "knowledge bank".- <i>June 2011</i>
	<p>c. Develop and as necessary update and maintain crop management packages and other pulse publications that encourage the adoption of best production management practices among pulse growers.</p> <p>d. Pulse Development Managers (PDMs) to act in accord with the GRDC project PAL 00016 and subsequent projects to coordinate collation of research and extension information and/or initiate new research as required to meet specific management needs of industry identified through gap analysis or that may be necessary due to developing seasonal conditions, and compile and publish appropriately.</p>	<ul style="list-style-type: none"> • Pulse tech-notes - hard copy for mailing list distribution and electronic copy for PA website internet access and email distribution as required - <i>Spring and Autumn 10 and 11.</i> • New and updated regional and varietal management packages (VMPs) and other seasonal bulletins and technotes distributed by mail , email, at meetings and placed on web - <i>as seasonal conditions demand – report July 2011</i>

Objective	Strategy	Action Milestones for 2010/11
<p>Objective 1 Continued</p> <p>Continued next page</p>	<p>e. Continue to maintain and expand the Pulse Australia mail and email data base to ensure optimum distribution of information to Australian pulse growers and agronomists.</p> <p>f. VMPs for all new variety releases developed with Pulse Breeding Australia (PBA), PBA coordination group (and other plant breeders if necessary), state departmental agronomic research teams and seed companies/commercial partners, and published as required. Packages to ensure that all benefits and disadvantages of varieties are clearly defined.</p> <p>g. Pulse Australia to maintain its position on the Board of PBA and representation on the PBA coordination group and breeding team Release advisory groups (RAGs).</p>	<ul style="list-style-type: none"> • Mailing list reviewed with PDMs at PDM project review meetings - <i>twice annually, November 2010 and May 2011</i> • VMPS for new releases completed for distribution at time of commercial release – <i>ongoing as required</i> • Attend all PBA meetings – <i>next October 2010 report July 2011</i> • Attend all coordination group meetings – <i>next October 2010 report July 2011</i>
	<p>h. Develop and deliver training course packages in BMP decision making and crop and disease management - with flexibility to provide both a “suite” of course delivery methods and also provide an information source of appropriate management advice to meet one off seasonal or crop specific crisis that may arise during the year</p> <p>i. Comprehensive training manuals will include full scale grower and agronomist courses, in-house training for private agronomy firms, short “refresher” courses, and allow for one-off education packages, for specific crop disease or other seasonal crisis. (Developed for all broadleaf crops over 5 years – comm. with chickpea, mung bean under pulse project PAL 00016 - sunflower and soybean under separate AOF project).</p>	<ul style="list-style-type: none"> • Review and updates to existing courses completed – <i>31 December 2011</i> • Schedule of courses for 2010/11 published and enrolments solicited – <i>Mung Beans July 2010 Chickpeas Feb 2011</i> • Combined mung bean adzuki and soy bean short refresher course <i>Griffith - August 2010</i>

Objective	Strategy	Action Milestones for 2010/11
Objective 1 continued	<p>j. Coordination of extension of new and existing agronomic and harvest management advice for all pulse crops. PDM active participation in development and presentation of Pulse segments at GRDC updates.</p> <p>k. Initiation of and participation in specific purpose field days in each GRDC region - as required - <i>determined by seasonal and or market conditions</i> .</p> <p>l. Continue to work with existing farmer groups to maximise flow of pulse related information. Ongoing publication of articles in rural media and industry newsletters.</p> <p>m. PDMs to attend all State Pulse Group Meetings</p>	<ul style="list-style-type: none"> • Participation/coordination of Pulse segments - GRDC advisor updates – where appropriate - <i>August 2010, February/March 2011</i> • Detailed annual crop support report presented to GRDC and Industry in Pulse Update Annual– <i>Jan/Feb 2011</i>
Continued next page	<p>n. Facilitate and encourage growth in domestic use of pulses for stock feed.</p> <p>o. Maintain Pulse Australia membership of the Australian Feed grain action group.</p> <p>p. Develop and extend information to growers and others that provides links to stock feed end users. Coordinate activities that bring these various sectors together to develop ongoing relationships that provide benefit to both parties</p> <p>q. Develop and extend crop management options for growers that will allow a choice between growing for human consumption or stock feed</p>	<ul style="list-style-type: none"> • Attend and or participate in all meetings and phone hook ups of the Australian Feed Grain Action Group – <i>as required</i>. • Partnership maintained with Pork CRC project for development of a Northern Field pea industry as a feed source for intensive (Pig and Chicken) livestock industry. <i>Ongoing report July 2011</i> • Coordinate and present at Pork CRC grower/advisor/end user meetings: Narrabri, Kingaroy - September 2010 Bundaberg, Dalby, Gundiwindi – April May 2011

Objective	Strategy	Action Milestones for 2010/11
Objective 1 continued	<p>r. Support the GRDC funded minor use chemical registrations/label permits program to ensure growers can legally use required agricultural chemicals.</p>	<ul style="list-style-type: none"> • PDMs to actively seek details of new registrations required and initiate, then facilitate the registration/permit process - <i>ongoing – report July 2011</i> • Permits registered to PA and details published on PA website - <i>as permits gained. Report July 2011</i>
	<p>s. Organise and coordinate, and publicise grower and agronomist competitions (as deemed appropriate (to include field days and farm visits for targeted growers and agronomists).</p>	<ul style="list-style-type: none"> • Profile place getters in competitions in Pulse Update Annual – <i>Jan/Feb 2011, Jan Feb 2012</i> • Competition committee in place and competition crops and target areas decided for 2011/2012 competition – <i>June 2011</i>
Continued next page	<p>a. Maintain position on PBA Board and Plant Breeders Coordination Group with responsibility for communication of market information, coordinating VMP publication and ensuring new product release meets target market quality requirements.</p> <p>b. Initiate, facilitate and coordinate crop reference group meetings and focus events that bring key domestic processors and marketers together with plant breeders, other researchers, agronomists and growers on a regular basis.</p> <p>c. Maintain position on the Executive of the international pulse trades and industry body, CICILS IPTIC and continue close working relationships with the key international traders in Pulses as well as our major competitors in Canada, Turkey and Europe.</p>	<ul style="list-style-type: none"> • Attend PBA Board and Coordination Group meetings – <i>as scheduled</i> • Attend all Release Advisory Group (RAG) meetings – <i>as scheduled</i> • VMPs published on website -<i>as developed</i> • Coordinated display of new varieties and crop reference meetings at Australian Grains Industry Conferences – <i>July10, July 11</i> • Coordinate attendance by key marketers for marketing update sessions at new variety release field days – <i>as scheduled</i> • Attend CICILS IPTIC Executive Meetings and report: <i>Brisbane – May/June 2010</i> <i>Paris – Oct/Nov 2010</i> <i>Spain May 2011</i>

Objective	Strategy	Action Milestones for 2010/11
Objective 2 continued	d. Ensure both market and production risk issues and advice concerning market place quality requirements are incorporated in plans for the single portal entry web based broadleaf "knowledge Bank"	<ul style="list-style-type: none"> • System in place and work plan documented for providing clear and accurate market signals about quality requirements and risk management advice for pulses and oil seeds to plant breeders, growers, agronomists and crop sequencing teams incorporated in plans for the single portal entry web based "knowledge bank" - <i>June 2011</i>
<i>Long Term Outcomes:</i>	<ul style="list-style-type: none"> • Increase in pulse yields and area planted. • Improved farm returns for pulses. • Expansion in agronomic benefits derived from growing pulses. 	

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Business Stream: Industry Support & Communication

Objective	Strategy	Action Milestones for 2010/11
<p>Objective 3: Facilitate value chain linkages.</p>	<p>a. Continuing development of the pulse industry communication strategy for proactive communication with all industry stakeholders. Maintain active membership positions on key industry bodies such as AGICC, PBA, State Pulse Groups etc.</p> <p><i>(This strategy includes the co-ordination, communication and linkages across institutional boundaries, i.e. - GRDC panels and other key GRDC people – State Depts Ag and other research providers - state and regional pulse groups - general industry forums - input suppliers - state and national farm organisations - Animal industries bodies - Stock Feed Manufacturers - Lot Feeders - Plant Health Australia - grower coops and other groups (Birchip etc).</i></p>	<ul style="list-style-type: none"> • Media relationships maintained and regular media releases published as applicable – <i>ongoing – report July 2011</i> • Annual review and update of PA data base of industry stakeholders completed – <i>June 2011</i> • High quality publications prepared and released, including: <ul style="list-style-type: none"> ○ PA 5 year Business plan and updated annual operating plan – <i>December 2011</i> ○ Pulse Technotes – <i>Periodic as required</i> ○ Pulse Update Annual – <i>February 2011</i> ○ Pulse VMPs for new variety release - <i>as required – report July 2011</i> ○ Pulse Update Annual - <i>Jan/Feb 2011</i>
	<p>b. Encourage and facilitate active stakeholder participation in strategic and operational issues along the industry value chain. Maintain active membership and secretarial support of State Pulse Groups. Organise pulse industry meetings in conjunction with the state pulse groups and/or pulse researchers and plant breeders etc, and to coincide with Board Meetings to allow direct communication from industry to PA directors.</p>	<ul style="list-style-type: none"> • PA personnel to attend as many meetings of their state Pulse Groups as possible – with at least one meeting annually. <i>Report July 2011</i>
	<p>c. Raise the profile of pulses in Australian agriculture.</p>	<ul style="list-style-type: none"> • Australian Pulse Industry role in Australian Grains Industry Conference coordinated and managed – <i>July 2010 and July 2011.</i>

Objective	Strategy	Action Milestones for 2010/11
<p>Objective 4:</p> <p>Develop whole of industry action & reaction plans.</p>	<p>a.</p> <p>Active involvement maintained in all key industry and government committees.</p>	<ul style="list-style-type: none"> • Membership of AGICC , MABGICC and Ministerial Task Force on AQIS reform maintained –<i>ongoing – reports as prepared by committees.</i> • Pulse Australia standards committee meetings to review receival and export standards convened and conducted, and publishing of annual updates to standards arranged – <i>First season meeting March 2011- Draft of 2011/2012 standards on website June 2011.</i>
	<p>b.</p> <p>Maintain a five year Business Plan and Annual Operating Plan</p>	<ul style="list-style-type: none"> • Draft updated plan to Board at AGM - <i>Nov 2010</i>
<p>Objective 5:</p> <p>Co-ordinate information flow and market signals.</p>	<p>a.</p> <p>Expand the pulse industry’s knowledge base.</p>	<ul style="list-style-type: none"> • A series of comprehensive national phone hook ups conducted to provide an updated market overview and production statistics for ABS and supporter members (via website) - to be completed at least 4 times annually, in <i>March, July September and December 2010 and 2011, or to coincide with ABS requirements for statistics.</i>
	<p>b.</p> <p>Provide Market signal Guidance to PBA board and plant breeders, growers, agronomists and other industry participants.</p>	<ul style="list-style-type: none"> • Coordinated display of new varieties and crop reference meetings between plant breeders, marketers and other interested industry participants at Australian Grains Industry Conferences –<i>July 2010, July 2011</i> • Coordinate attendance by key marketers for marketing update sessions at new variety release field days – <i>as scheduled</i> • and report to PBA Board and Coordination Group meetings – <i>as scheduled next October 2010</i>
<p>Long Term Outcomes:</p>	<ul style="list-style-type: none"> • Improved industry participation and co-ordination along the value chain. • Improved market transparency. • Expanded knowledge base. • Pulse Australia attends to ‘public good’ issues on the industry’s behalf. 	

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Business Stream: Market Support

Objective	Strategy	Action Milestones for 2010/2011
<p>Objective 6: Facilitate market access and increase pulse usage</p>	<p>a. Develop, foster and maintain liaison with the Australian Government and importing Governments, trade organisations and other country peak pulse industry bodies, by:</p> <ul style="list-style-type: none"> • Establishing a strong reputation for Australian pulses, and, • Developing a strong presence in key markets for Australian pulses. 	<ul style="list-style-type: none"> • In conjunction with AQIS/Biosecurity Australia, continue negotiations for changes required in Indian Import requirements - <i>as necessary – report July 2011</i> • If funding available, organise and undertake a Pulse Australia led trip to major overseas markets to meet with key Government and industry officials (or alternatively arrange to bring them to Australia). <i>Committee in place by July 2011.</i> • Engage with Go Grains to support the CICILS IPTIC global pulses for health campaign – <i>May 2011</i>
<p>Objective 7: Facilitate new product development</p>	<p>a. Explore and facilitate opportunities for new product development for stock feed and ingredients markets. Maintain close contact and/ or partnerships with stock feed peak bodies and other organisations such as Dairy Australia, Pork CRC etc.</p>	<ul style="list-style-type: none"> • Maintain partnership with Pork CRC and attend/present at all meetings – <i>as scheduled</i> • Attend all stock feeds working group meetings – <i>as scheduled</i>
<p>Objective 8: Enhance international collaboration</p>	<p>a. Maintain Pulse Australia’s role within the international Pulse Organisation - CICILS IPTIC and its associated interests in IPQC, WHO, FAO and other international organisations.</p>	<ul style="list-style-type: none"> • Attend CICILS IPTIC Executive Meetings and report: <i>Brisbane– May 2010</i> <i>Paris– Oct/Nov 2010</i> <i>Barcelona – May 2011</i>
	<p>b. Maintain international collaboration with other exporting countries for mutual benefit.</p>	<ul style="list-style-type: none"> • Partner with Pulse Canada and arrange to expand on past international seminars on Pulses for Health at CICILS convention – <i>May 2011</i> • Partner with Go Grains to present at above – <i>May 2011</i>

Objective	Strategy	Action Milestones for 2010/2011
<p>Objective 9: Facilitate improvements in contract integrity</p>	<p>a. Continue to work towards introduction of internationally agreed objective measurement parameters and testing methodologies.</p>	<ul style="list-style-type: none"> • Any revised colour charts for receival standards completed and printed and available for sale through the website – <i>June 11</i> • Renew relationship with Foss and report on progress in development of digital imaging – July 2011
<p><i>Long Term Outcomes:</i></p>	<ul style="list-style-type: none"> • Expanded market development in existing markets. • Industry growth and development for new products and new markets. • Reduced business risk for industry participants. • Internationally agreed objective measurement criteria and replicable testing methods for the specification of significant pulse qualities introduced within 12 months of the same technology becoming available for cereals. • Harmonisation of import and export standards for major importing nations by 2015. 	

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Business Stream: Organisation Capability

Objective	Strategy	Action Milestones for 2008/09
<p>Objective 10: Secure funding arrangements.</p>	<p>a. Continue to develop and implement the new membership basis for Pulse Australia supporters.</p>	<ul style="list-style-type: none"> • 10 new “Minor Player” supporter members in place – <i>December 2010</i> • New ” industry service provider supporter membership” category introduced and prospects identified - <i>July 2011</i> • Commitment to continue existing level of support for PA from major players from July 2011 onwards – <i>May 2011</i>
<p>Objective 11: Broaden the funding base to provide greater security for PA operations.</p>	<p>a. Explore other options such as additional GRDC support, AOF partnering arrangements, new sponsorships, other sources of Government or private funding as they become available.</p> <p>(This is part of the overall strategy to pursue recognition of the need for long term secure funding for the “core” operational requirements of Pulse Australia.)</p>	<ul style="list-style-type: none"> • Submissions for new GRDC funding completed and submitted – <i>March 2011</i> • Continued discussion with AOF to determine joint project options for Pulse Australia/AOF project submission to GRDC – <i>ongoing report July 2011</i> • Visit all major industry funding providers and detail Pulse Australia’s work for the past year and confirm continued funding – <i>May/ June 2011</i> • Sponsorship for current year reviewed and parameters set for the following year’s sponsorship program – <i>June 2011</i>
<p>Objective 12: Resource the organisation to manage its strategic responsibilities</p>	<p>a. Explore all opportunities to link with other like-minded organisations to achieve cost savings and obtain funding underwriting.</p>	<ul style="list-style-type: none"> • Updated annual operating plan published and distributed to key funding prospects – <i>by June 11</i> • Negotiations continued with GGA to outsource PAL operations under contract – <i>complete May 2011</i>
<p>Long Term Outcomes:</p>	<ul style="list-style-type: none"> • Strategically focussed organisation that facilitates commercial and common good opportunities for industry stakeholders. • Secure funding base to underwrite all Pulse Australia activities. <p>It should be noted that this last is the key outcome of the business plan. The stop/start nature and short term security of the present voluntary funding arrangements severely negatively impact the human resource capability of Pulse Australia: Firstly, in terms the ability to hire and retain the high calibre staff required, and maintain the longer term experience/knowledge bank needed, to undertake the on ground activities of the organisation; And secondly in terms of succession planning and long term policy development.</p> <p>Without secure medium to long term funding arrangements in place (optimal five to ten years) Pulse Australia will be unable to continue effective operations beyond the end of June 2010.</p>	

