

Five-year Business Plan 2009 - 2014 and Annual Operating Plan 2009 – 2010



Pulse Australia Limited

A WORK IN PROGRESS

Major projects funded by



Grains Research &
Development Corporation



Pulse Australia also receives valuable voluntary financial contributions from 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
<p>To create a professional, high quality, sustainable and profitable pulse industry (within an overall broadleaf contribution to planned farm rotation)</p>	<p>To provide leadership to the Australian Pulse Industry and coordinate activities that will achieve improved profitability for all sectors of that industry</p>

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.



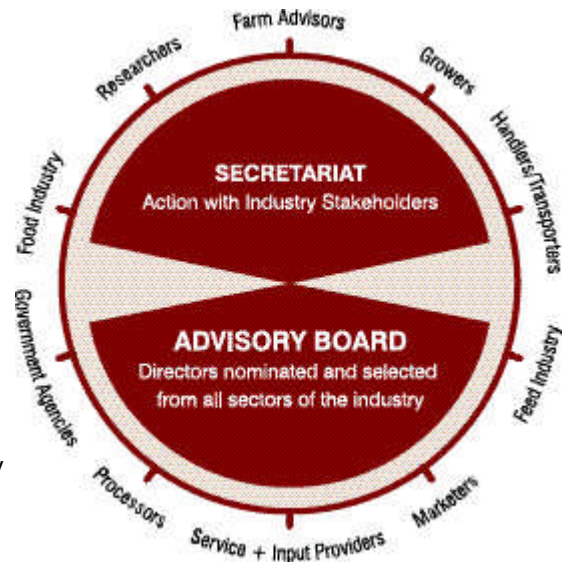
PREFACE

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

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- 1. Increase Broad leaf crop usage in farming systems to 25% of total crop area planted by the year 2014.**
- 2. Raise average total pulse yields to 1.75 tonnes per hectare by the year 2014.**
- 3. Reduce adjusted average input costs per tonne of pulse production by 15% by the year 2014.**

Pulse Australia Five-year Business Plan 2009 - 2014

~ Strategy Map ~



Our Vision for the industry:

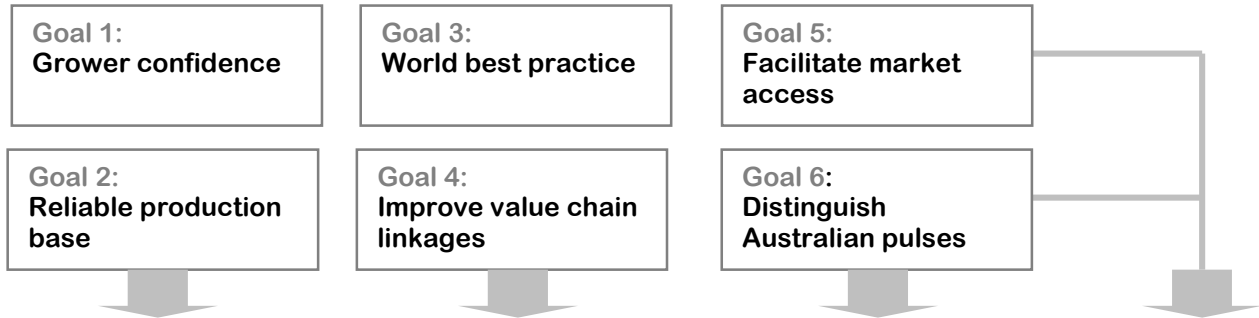
To create a professional, high quality and sustainable pulse industry which enhances the profitability of cropping systems (within an overall broadleaf contribution to planned farm rotation)

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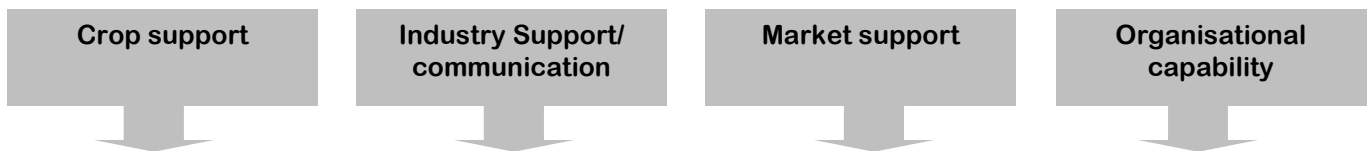
Pulse Australia's Mission:

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

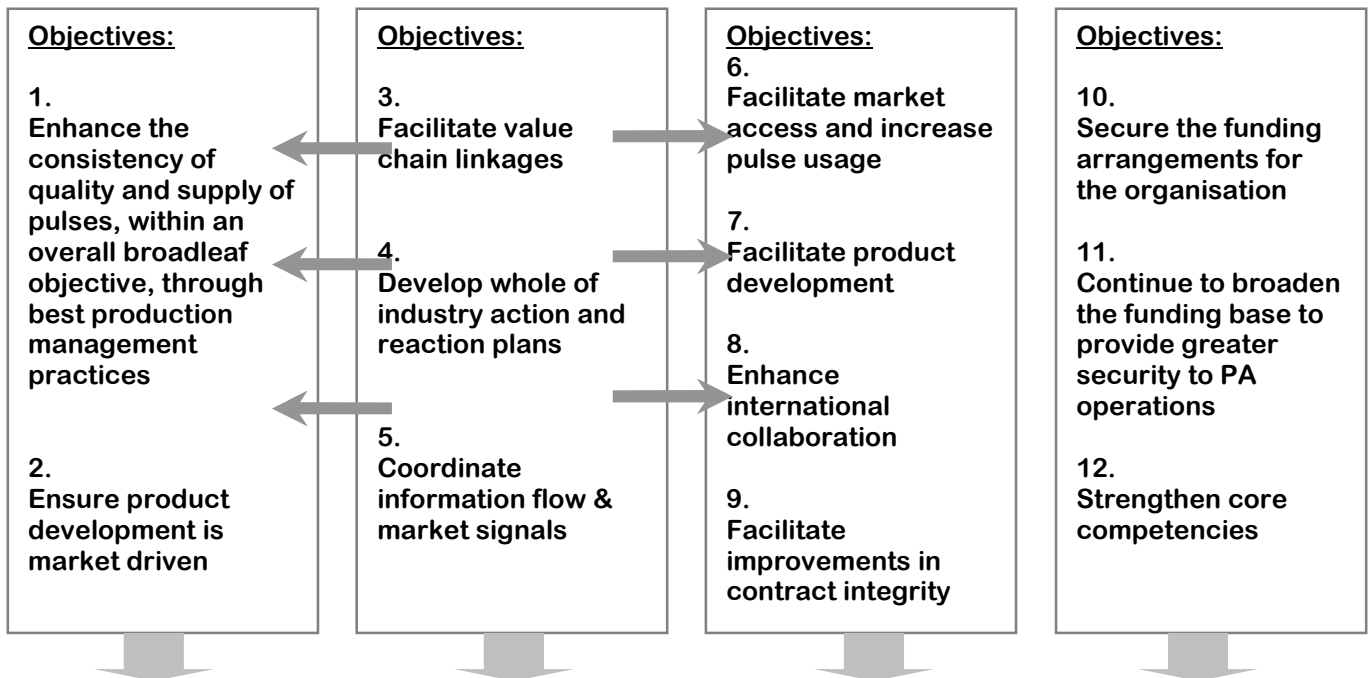
Our Goals:



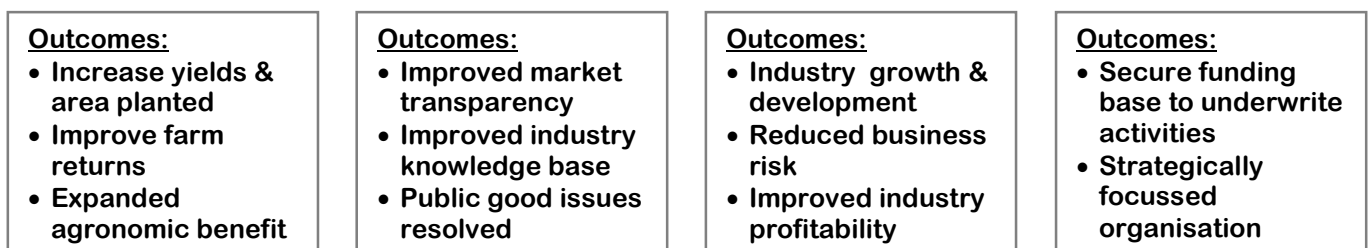
Business Streams:



Business Objectives:



Business Outcomes:



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Business Stream: Crop Support

Objective	Strategy	Action Milestones for 2009/10
<p>Objective 1: Enhance the consistency of quality and supply of pulses within an overall broadleaf objective through best production management practices.</p>	<p>1. Work in partnership with GRDC to undertake a gap analysis of Pulse related research and score the value of each project across a detailed range of variables including crop type and variety, GRDC region, Agro Ecological zones, rainfall and soil types. Identify gaps in research and/or extension to growers agronomists and others in the value chain and recommend strategy for implementation to GRDC. Compile and maintain a complementary data base of “best management practice” for the Australian pulse industry. Compile and maintain a list of extension publications with links to source. Regularly update information in all data bases and add new projects.</p>	<ul style="list-style-type: none"> • Data base format constructed and all available GRDC projects entered to PA website – Feb 10 • Data base, data entry format search process, sample scores, and computer linkages detailed in report to GRDC - <i>March 2010.</i> • Survey selected agronomists and other researchers for comment and details of non GRDC research to be added to data base– April 10 • Update initial gap analysis and suggested priorities for research and extension along with proposal for ongoing Pulse Australia activities and report to GRDC - <i>May 2010</i> • Add non GRDC projects to data base and score – July 09 and ongoing. • Finalise next tranche funding application to GRDC – Dec 2009 • Appoint project officer to coordinate and maintain all data bases and web site entry – subject to GRDC funding availability – <i>May/June 10</i>
	<p>2. Develop Crop Management Packages and other pulse publications that encourage the adoption of best production management practices among pulse growers. Pulse Development Officers (PDOs) to act in accord with the GRDC project PAL 00007 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 (see 1. above) 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 09and 10.</i> • Individual tech note flash and updated regional and varietal management packages - <i>as seasonal conditions demand – report Jan 10</i>

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Objective	Strategy	Action Milestones for 2009/10
Objective 1 continued	<p>6. Coordination of extension of new and existing agronomic and harvest management advice for all pulse crops. PDO active participation in development and presentation of Pulse segments at all GRDC updates. Initiation of and participation in specific purpose field days in each GRDC region - as required - <i>determined by seasonal and or market conditions</i> . Continue to work with existing farmer groups to maximise flow of pulse related information. Ongoing publication of articles in rural media and industry newsletters. PDOs to attend all State Pulse Group Meetings</p>	<ul style="list-style-type: none"> • Pre season grower meetings and field days in conjunction with QDPI, NSW DPI – Coonamble, Walgett, Narrabri, Garah, Wyallda, Dalby, St George, Roma, Goondiwindi – <i>March 10</i> • Participation/coordination of Pulse segments - GRDC advisor updates – <i>Feb/ Mar 10</i> • Participation/coordination of Pulse segments - GRDC grower updates – <i>Aug /Sept 09</i> • Detailed annual crop support report presented to GRDC and Industry in Pulse Update Annual– <i>Jan/Feb 2010</i>
Continued next page	<p>7. Facilitate and encourage growth in domestic use of pulses for stock feed. PA to retain its position on the Eastern States Lupin plan working group.</p> <p>Maintain Pulse Australia membership of the Australian Feed grain action group. 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. 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>.

Objective	Strategy	Action Milestones for 2009/10
Objective 1 continued	<p>8. 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"> • PDOs to actively seek details of new registrations required and initiate, then facilitate the registration/permit process - <i>ongoing – report Jan /Feb 10</i> • Permits registered to PA and details published on PA website - <i>as permits gained.</i>
	<p>9. 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 10</i> • Competition committee in place and competition crops and target areas decided for 10/11 competition – <i>March 10</i>
Objective 2 Ensure product Development is market driven	<p>1. Assist and /or coordinate planning and organisation of, and participate in regular visits for plant breeders and others to meet with importers and distributors in key pulse market places.</p>	<ul style="list-style-type: none"> • Crop decision made and committee to arrange market place visits for 2010 in place – <i>Dec 09</i> • 2010 Visit to destination decided by the above committee – <i>March 10</i>
	<p>2. Maintain position on PBA Board and Plant Breeders Coordination Group with responsibility for communication of market information and ensuring new product release meets target market quality requirements.</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>
	<p>3. 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>	<ul style="list-style-type: none"> • Coordinated display of new varieties and crop reference meetings at Agriculture Australia Conference –<i>July09, July 10</i> • Committee for 10 Focus event in place, and crop type and location of conference and field days decided – <i>Feb/ Mar 10</i> • Coordinate attendance by key marketers for marketing update sessions at new variety release field days - <i>Oct 09</i>
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Objective	Strategy	Action Milestones for 2009/10
Objective 2 continued	1. Maintain position on the Executive Board of the international pulse trades and industry body, CICILS IPTIC and continue to develop close working relationships with the key international traders in Pulses as well as our major competitors in Canada, Turkey and Europe.	<ul style="list-style-type: none"> • Attend CICILS IPTIC Executive Meetings and report: <i>Turkey – May/June 09</i> <i>Germany – Oct/Nov 09</i> • Lobby for, and if successful, facilitate running 2010 CICILS IPTIC convention in Australia.
<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 2008/09
<p>Objective 3: Facilitate value chain linkages.</p>	<p>1. 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. <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 Jan /Feb 10</i> • Annual review and update of PA data base of industry stakeholders completed – <i>June 2010</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>October 09</i> ○ Pulse Technotes – <i>Periodic as required</i> ○ Pulse Update Annual – <i>February 10</i> ○ Pulse VMPs for new variety release - <i>as required – report Jan/Feb 10</i> ○ Pulse Update Annual - <i>Jan/Feb 10</i>
	<p>2. Encourage and facilitate active stakeholder participation in strategic and operational issues along the industry value chain. Active membership and secretarial support of State Pulse Groups retained. Regional pulse industry forums and meetings organised and run 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 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. • Minimum 4 annual forums commencing with Horsham plant breeder and industry visits – <i>Oct 09</i>.
	<p>3. Raise the profile of pulses in Australian agriculture.</p>	<ul style="list-style-type: none"> • Australian Pulse Industry role in Agriculture Australia (to be renamed Australian Grains Industry conference) coordinated and managed – <i>July 2009</i>. • Membership of AGICC Committee and ministerial working group on AQIS reform – <i>Feb 2009 and ongoing</i>.

Objective	Strategy	Action Milestones for 2008/09
Objective 4: Develop whole of industry action & reaction plans.	1. Provide a strong focus on improving research extension, product quality and standards. Develop, manage and maintain a comprehensive research data base (see objective 1.1) Active involvement maintained in all key industry committees – AGICC (3 meetings pa), GTA (1 pa), - CRCs, GCA, GGA, GRDC, State DPs, State Pulse Groups.	<ul style="list-style-type: none"> Data base and gap analysis completed – see objective 1.1 page 5 Pulse Australia standards committee meetings to review receive and export standards convened and conducted, and publishing of annual updates to standards arranged – <i>First season meeting March 2010- Draft of 2010/2011 standards on website June 2010.</i> Revised photographic quality charts finalised and available for sale (forms on web site) - <i>Sept 2009</i>
	2. Assist with coordination of early and comprehensive extension of new research results to industry.	<ul style="list-style-type: none"> Active participation in GRDC advisor and grower update meetings and coordination of pulse sessions where appropriate – <i>February/March and August September 2009 and 2010</i>
	3. Maintain a five year Business Plan and Annual Operating Plan	<ul style="list-style-type: none"> Draft updated plan to Board at AGM - <i>Nov 2009</i>
Objective 5: Co-ordinate information flow and market signals.	1. Expand the pulse industry's knowledge base.	<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 2009 and 2010, or to coincide with ABS requirements for statistics.</i>
	2. Provide Market signal Guidance to PBA board and plant breeders, growers, agronomists and other industry participants.	<ul style="list-style-type: none"> See objective 2. Pages 7 and 8
	3. Identify gaps in market intelligence and provide proposed solutions	Employ a project officer to undertake research (if funding available) - <i>July/August 2009</i>
Long Term Outcomes:	<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 2008/09
<p>Objective 6:</p> <p>Facilitate market access and increase pulse usage</p>	<p>1. 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</i> • If funding available, organise and undertake a Pulse Australia led trip to major overseas markets to meet with key Government and industry officials. <i>Committee in place by July 2009.</i> • Attend all stock feeds working group meetings
<p>Objective 7:</p> <p>Facilitate new product development</p>	<p>1. Explore and facilitate opportunities for new product development for stock feed and ingredients markets. Maintain close contact with stock feed peak bodies and other organisations such as Dairy Australia, Pork CRC etc.</p>	<ul style="list-style-type: none"> • Meet with CRC for functional foods at least once annually – next <i>September 09</i> • Attend all stock feeds working group meetings
<p>Objective 8:</p> <p>Enhance international collaboration</p>	<p>1. 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>Turkey – May/June 09</i> <i>Germany – Oct/Nov 09</i> <i>Brisbane – May 10</i>
	<p>2. 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 10</i> • Projects for development of harmonised international import/export standards with key importing countries continued – <i>India completed by December 09?</i>
<p>Objective 9:</p> <p>Facilitate improvements in contract integrity</p> <p>Continued next page</p>	<p>5. Continue to work towards introduction of internationally agreed objective measurement parameters and testing methodologies.</p>	<ul style="list-style-type: none"> • Interim revised colour charts for receival standards completed and printed – <i>June 09</i> • Industry visits conducted (G McM) and next stage development agreed by industry – <i>Aug 09</i> • New colour charts agreed and available for sale – <i>Oct 09</i> • Agreement with prospective technology providers reached for next stage of Foss development – <i>Feb 09</i>

Objective	Strategy	Action Milestones for 2008/09
Objective 9 continued		<ul style="list-style-type: none"> • Reference panel sign off on 09/10 reference material – Feb 10 • Commercial trials of Foss objective measurement for pulses – Feb 10
<i>Long Term Outcomes:</i>	<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 to the industry by 2010 • Harmonisation of import and export standards for major importing nations by 2011. 	

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Business Stream: Organisation Capability

Objective	Strategy	Action Milestones for 2008/09
<p>Objective 10: Secure funding arrangements.</p>	<p>1. Continue to develop and implement the new membership basis for Pulse Australia supporters.</p>	<ul style="list-style-type: none"> • 40 “Minor Player” supporter members in place – December 2010 • New “international supporter members” category introduced – <i>July 2009</i> • Commitment to continue existing level of support for PA from major players from July 2010 onwards – <i>May 2010</i>
<p>Objective 11: Broaden the funding base to provide greater security for PA operations.</p>	<p>2. Explore other options such as additional GRDC support, GGA 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>May 10</i> • Continued discussion with GGA to determine project options for Pulse Australia contribution to provision of GGA grower services – <i>ongoing</i> • Visit all major industry funding providers and detail Pulse Australia’s work for the past year and confirm continued funding – <i>by April 10</i> • Sponsorship for current year reviewed and parameters set for the following year’s sponsorship program – <i>July 09.</i>
<p>Objective 12: Strengthen the core competencies of PA resources.</p>	<p>3. Resource the organisation to manage its strategic responsibilities.</p>	<ul style="list-style-type: none"> • Annual operating plan to streamline PA internal strategic and business planning processes published and distributed to key funding prospects – <i>by Jan 10</i> • PA analytical capacity expanded (market and strategic) by appointment of a senior projects officer (or retained consultant) – <i>July/August 2009(dependent upon funding – see above).</i>
<p><i>Long Term Outcomes:</i></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>	