



Sugar Research
Australia™

Consultation Plan

for the development of
SRA's 2017/18 – 2021/22 Strategic Plan

October 2016

Introduction

Sugar Research Australia Limited (SRA) was established in 2013 as an industry-owned company responsible for investing in, undertaking and managing a portfolio of research, development and adoption projects that drive productivity, profitability and sustainability for the Australian sugarcane industry.

The first few years of the company have been focused on establishing strong foundations in terms of strategic and operational objectives, systems and processes to address the needs, priorities and expectations of our industry and government investors. These activities have been guided by SRA's inaugural 2013/14 – 2017/18 Strategic Plan, which was developed on the back of significant investor and stakeholder consultation, and SRA's annual Operational Plans.

An Independent Performance Review is currently being undertaken to assess SRA's strategic, operational, investment and governance frameworks and SRA's performance against its Strategic and Operational Plans, both in terms of compliance with SRA's statutory obligations and in terms of the value being delivered to SRA's investors and the community in general.

With SRA's strategic and governance frameworks now well established and our inaugural Performance Review expected to be completed in late 2016, it is appropriate timing for SRA to engage with our investors, researchers and industry stakeholders to review industry priorities and set a strategic agenda that will ensure SRA is positioned to facilitate and deliver research, development and adoption activities that will meet the needs of our investors.

In doing so, we plan to engage closely with our investors, members, delegates, industry representative bodies, research and extension providers, and other industry stakeholders on shaping our next five-year Strategic Plan and setting a research pathway to achieve short (5 years), medium (10 years) and long-term (15+ years) outcomes.

Purpose

The purpose of this Consultation Plan is to outline the approach that SRA will take when consulting and engaging with stakeholders in relation to the development of SRA's 2017/18 – 2021/22 Strategic Plan (Strategic Plan).

As detailed in this plan, a series of consultation and engagement activities will be undertaken from late 2016 through to early 2017, to seek investor and stakeholder input and feedback on industry priorities and expected research outcomes. The information gathered during these consultation activities will then be used to inform the drafting of the Strategic Plan, including the vision, mission, objectives (short, medium and long-term), outputs, targeted outcomes and measures of success.

In addition to considering investor and stakeholder input, SRA is required to develop the Strategic Plan in the context of the objects of the company, as laid down in SRA's Constitution¹ and detailed in Attachment 1 of this plan.

In short, the intent is to conduct a consultative planning process to develop a Strategic Plan that addresses the following:

¹ Sugar Research Australia Limited Constitution, May 2013, p.7.
(http://www.sugarresearch.com.au/icms_docs/163908_Sugar_Research_Australia_Constitution_May_2013.pdf)



Stakeholders

SRA is committed to open, accountable and responsive decision making, informed by effective communication and consultation between SRA and our investors and industry stakeholders.

In developing the Strategic Plan, SRA will seek to engage with industry and government investors and other key organisations that represent the full diversity of those who have a stake in, or will be affected by, SRA's future portfolio of research, development and adoption activities.

Relevant stakeholders to be consulted include, but are not limited to:

1. SRA members and delegates;
2. SRA levy payers – Australian sugarcane growers and millers;
3. Government investors – representing government and community interests:
 - Commonwealth Department of Agriculture and Water Resources (DAWR)
 - Queensland Department of Agriculture and Fisheries (DAF)
 - Commonwealth Department of Environment and Energy
 - Queensland Department of Environment and Heritage Protection (DEHP);
4. Industry representative bodies:
 - Australian Sugar Industry Alliance (ASA)
 - Australian Cane Farmers Association (ACFA)
 - Australian Sugar Milling Council (ASMC)
 - CANEGROWERS Australia
 - New South Wales (NSW) Sugar Milling Cooperative;
5. Research providers, including universities, CSIRO, government agencies and private sector;



Consultation Activity	Scope of consultation and engagement	Timing
1. Publication of Consultation Plan	Publication of Consultation Plan on SRA website, along with publication of articles in SRA and industry newsletters advising industry of the development of a new five-year Strategic Plan.	Oct 2016
2. ASA Board workshop	Workshop with ASA Board to discuss industry vision, objectives, key issues, research priorities and other input for consideration in the development of SRA's Strategic Plan.	Dec 2016
3. SRA Board workshops	Workshop with SRA Board to identify research, development and adoption issues and priorities for consideration at industry forums, including context for short, medium and long-range strategy setting.	Dec 2016
	Workshop with SRA Board to assess synthesised outputs of stakeholder consultation and develop preliminary elements of the Strategic Plan – vision, mission, objectives (short, medium and long-term), key deliverables, measures, targets etc.	Feb 2017
4. Member questionnaire	Questionnaire will be sent to all SRA members (mail or email depending on member preference).	Nov 2016 – Jan 2017
5. Online questionnaire	Open-invitation to all stakeholders to complete online questionnaire as input to the new Strategic Plan. Survey tool will be available on SRA website and promoted through SRA's industry newsletters and social media accounts.	Nov 2016 – Jan 2017
6. Written submissions	Open-invitation to all stakeholders for written submissions or contributions to the development of the Strategic Plan.	Nov 2016 – Jan 2017
7. Regular updates	Regular updates on the consultation process will be provided on SRA's website and via industry journals, newsletters and other forms of media.	Oct 2016 – Jun 2017
8. Delegates' input and feedback	Regionally-based consultation between SRA Adoption Officers and Delegates to discuss key issues and provide input into research priorities and desired outcomes.	Nov 2016 – Jan 2017
	Workshop with Delegates to review output from industry, research and young industry participants' fora and synthesise issues and research, development and adoption priorities for inclusion in SRA's Strategic Plan.	Feb 2017



Consultation Activity	Scope of consultation and engagement	Timing
<p>9. Industry investor and stakeholder regional forums</p>	<p>Open-invitation to levy payers, industry representative bodies, productivity services, extension advisers and other industry stakeholders to attend regional forums.</p> <p>The forums will enable a broad spectrum of industry stakeholders to have face-to-face discussions on key issues and have the opportunity to provide input into research priorities and desired outcomes for the ensuing plan period, as well as for medium and longer-range horizons.</p> <p>The forums are to be held in six locations: Cairns; Ingham; Burdekin; Mackay; Bundaberg; and Ballina (with one forum being held in each location). Each forum is expected to run for two hours.</p> <p>Invitations will be issued via a number of communication channels, including: direct mail/email; advertisements in industry newsletters; notices via local newspapers and local radio; and promotion by regional industry representative bodies.</p>	<p>Dec 2016 – Feb 2017²</p>
<p>10. Targeted consultation</p>	<p>Targeted (invitation only) forums and/or one-on-one consultation to ensure representation and input from a cross-section of growers and millers, innovators and early adopters.</p>	<p>Dec 2016 – Feb 2017</p>
<p>11. Government input and feedback</p>	<p>Invitation to government investors and stakeholders to provide input into the development of the Strategic Plan, particularly with respect to government priorities for sugarcane related RD&E.</p> <p>Scheduled meetings/teleconferences with government representatives to provide status updates on industry consultation and Strategic Plan development.</p> <p>Oct – meeting to discuss consultation process. Dec – meeting to identify key priorities for discussion at regional, research and young industry participants’ forums. Feb – meeting to discuss outcomes of Regional and Research Forums. Apr – meeting to discuss draft Strategic Plan. Jun – meeting to discuss finalised Strategic Plan. Jul – meeting to advise of publication and industry-wide launch of Strategic Plan.</p> <p>Invitation to review and provide feedback on the draft Strategic Plan.</p>	<p>Oct – Dec 2016</p> <p>Oct 2016 – Jul 2017</p> <p>Apr – May 2017</p>

² Scheduling of these forums is dependent on completion of harvesting activities. Forums may be delayed until early 2017 if harvesting is not completed by early December 2016.



Consultation Activity	Scope of consultation and engagement	Timing
12. Industry representative bodies' input and feedback	Invitation to industry representative bodies to provide input into the development of the Strategic Plan, particularly with respect to priorities for sugarcane related RD&E and the longer-term strategic direction of the industry.	Oct – Nov 2016
	Individual meetings/teleconferences with industry representative bodies to provide status updates on industry consultation and Strategic Plan development. Oct – meeting to discuss consultation process. Dec – meeting to identify key priorities for discussion at regional, research and young industry participants' forums. Feb – meeting to discuss outcomes of Regional and Research Forums. Apr – meeting to discuss draft Strategic Plan. Jun – meeting to discuss finalised Strategic Plan. Jul – meeting to advise of Ministerial approval of Strategic Plan and industry-wide launch of Strategic Plan.	Oct 2016 – Jul 2017
	Invitation to review and provide feedback on the draft Strategic Plan.	Apr – May 2017
13. SRA employee input	Invitation to all employees to complete online Questionnaire.	Nov 2016 – Jan 2017
	Workshops at each SRA research station to provide opportunity for employees to discuss research, development and adoption priorities and other issues to be considered in the development of the new Strategic Plan.	Nov 2016 – Feb 2017
	Executive Team workshops to review consultation output and draft Strategic Plan.	Feb 2016 – Apr 2017
14. Research provider forum	Open-invitation to cross-sector of researchers from universities, CSIRO, government agencies and private sector to attend a forum to discuss industry priorities and innovative research, development and adoption opportunities for consideration in the development of SRA's new Strategic Plan.	Dec 2016
15. Young industry participants' forum	Workshop for SRA's Young Industry Participants' Group to seek next generation insights on industry drivers, challenges, short, medium and long-term research, development and adoption opportunities.	Dec 2016 ³

³ Scheduling of this forum is dependent on completion of harvesting activities. The forum may be delayed until early 2017 (late January/early February) if harvesting is not completed by early December 2016.



Consultation Activity	Scope of consultation and engagement	Timing
16. Joint industry representatives and government priority setting discussion	Meeting between SRA, ASA and government representatives to discuss industry and government priorities to be addressed in SRA's Strategic Plan.	Feb 2017
17. SRA Board approval of Strategic Plan	Board review and feedback on draft Strategic Plan.	Apr 2017
	Board review and approval of final Strategic Plan.	Jun 2017
18. Commonwealth approval of Strategic Plan	Submission of Strategic Plan to Commonwealth Department of Agriculture and Water Resources for endorsement.	Jun 2017
19. Publication of Strategic Plan	Publication of Strategic Plan on SRA website and promotion of Strategic Plan via articles in industry journals, newsletters and other forms of media.	Jul 2017
20. Post-Consultation evaluation	Debriefing meetings with government and industry representative bodies to assess effectiveness of consultation process and address any process issues or concerns that may have arisen during consultation.	Jul 2017

Further information

For further information regarding SRA's Strategic Plan development process and consultation activities, please contact:

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Attachment 1 – Objects of SRA, as set out in SRA’s Constitution⁴

5.1 Objects

The objects of Sugar Research Australia are to contribute to the development of the Australian Sugar Industry (all Sugarcane Levy Payers) and to the community in general by:

- (a) delivering cost effective Research and Development services to the Australian sugar industry to enhance its viability, competitiveness and sustainability;
- (b) receiving funds from the Commonwealth of Australia, being proceeds from the Sugarcane Levy and contributions by the government to Research and Development in relation to the sugar industry and accounting to the government and the Parliament of the Commonwealth of Australia and Members and Levy Payers for expenditure of such funds;
- (c) seeking and receiving funds from other persons for Research and Development Activities for the benefit of Australian Sugar Industry participants and accounting for expenditure of such funds;
- (d) managing funds the Company receives and any risks related to expenditure and funding;
- (e) consulting with, and being accountable to, Company stakeholders to achieve planned objectives and outcomes;
- (f) investigating and evaluating requirements for Research and Development and innovation and research-based services in relation to the Australian Sugar Industry;
- (g) supporting and developing research capacity through a contestable funding framework that provides for a diverse range of Research and Development service providers;
- (h) carrying out, co-ordinating and providing funding for Research and Development Activities in relation to the Australian Sugar Industry;
- (i) facilitating dissemination, extension, adoption and commercialisation of results of Research and Development Activities;
- (j) managing, developing, utilising, extending and opening access to intellectual property from Research and Development Activities, and to receive proceeds, if any, of such activity; and
- (k) Undertaking other associated activities that are required to achieve the Company objects.

⁴ Sugar Research Australia Limited Constitution, May 2013, p.7.
(http://www.sugarresearch.com.au/icms_docs/163908_Sugar_Research_Australia_Constitution_May_2013.pdf)