SRA’s Strategic Plan was developed in consultation with our investors and stakeholders within the Australian sugarcane industry. Its purpose is to ensure that SRA invests in the research, development and adoption that is required by the industry – and that we deliver valued impact for our investors.

Our investors and stakeholders are clear. They want SRA to help growers and millers to maximise profit by improving productivity and value-adding, while enhancing the industry’s environmental sustainability. Our investors also want SRA to improve how we communicate and how we facilitate the adoption of new technology and practices.

The SRA Strategic Plan sets out the strategy for meeting investor needs, it defines our approach, and it details how we are accountable for our performance. This new Strategic Plan for 2017/18 – 2021/22 shapes the future direction of SRA’s investment in activities for the Australian sugarcane industry. Our goals are listed below.

**Profit**

**TACTICS:**
Increase profitability across the value chain through innovation-led productivity gains, step-change, and value-adding.

**OUTCOMES:**
- Improve input–output efficiencies
- Increase net profit: per hectare, per tonne, per unit of CCS
- Increase return on investment

**Sustainability**

**TACTICS:**
Protect the industry from pests, weeds, diseases. Position the industry to meet the challenges of climate variability, environmental constraints and social license to operate pressures through evidence-based research and sustainable production, biosecurity and environmental management tools, systems, and impact assessment.

**OUTCOMES:**
- Improve resilience
- Reduce environmental footprint
- Maintain social license to operate

**Capability**

**TACTICS:**
Build the skills, knowledge and capacity of our industry people. We will do this through strengthened research and industry partnerships, capability development programs and collaborative knowledge transfer and adoption mechanisms.

**OUTCOMES:**
- Maintain and/or build relevant expertise and capacity
- Accelerate adoption and practice change
- Leverage enduring collaborations

**Organisational excellence**

**TACTICS:**
SRA will drive a performance-focussed organisational culture. We will enhance the way we manage our investments and the organisation will be run to best-practice.

**OUTCOMES:**
- Maintain high investor satisfaction
- Demonstrate value and return on investment
- Maintain high governance standards
### Key Focus Areas

<table>
<thead>
<tr>
<th>Key Focus Areas</th>
<th>Outcomes</th>
<th>Priorities</th>
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<tbody>
<tr>
<td>1. Optimally-adapted varieties, plant breeding and release</td>
<td>Increased sugarcane yield and commercial cane sugar (CCS)</td>
<td>Restructure and modernise the breeding program and broaden the genetic base</td>
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<td>2. Soil health, nutrient management and environmental sustainability</td>
<td>Better soil health, reduced nutrient losses and improved water quality</td>
<td>Integrated and focused soil health program and enhanced SIX EASY STEPS guidelines and nitrogen management</td>
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<td>3. Pest, disease and weed management</td>
<td>Reduced or avoided yield losses and/or added input costs</td>
<td>New integrated precision technologies and activities on a cost/benefit basis</td>
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<td>4. Farming systems and harvesting</td>
<td>Improved farm input-output efficiencies and profitability</td>
<td>Economic analyses and demonstration of new or improved technology, farm management practices and analysis tools</td>
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<td>5. Milling efficiency and technology</td>
<td>Optimised production, improved capital utilisation and waste minimisation</td>
<td>Enhanced capability and new technology for improving processing and energy efficiency</td>
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<td>6. Product diversification and value addition</td>
<td>Diversified revenue streams and product innovation</td>
<td>Prioritised diversification opportunities for further R&amp;D activity or market analysis</td>
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<td>7. Knowledge and technology transfer and adoption</td>
<td>Accelerated adoption of new technology and practice change</td>
<td>New strategy targeting industry needs, problems and solutions</td>
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<td>8. Collaboration and capability development</td>
<td>Enhanced industry and research capability and capacity</td>
<td>Leveraged industry, government and research partnerships and enhanced human capability programs</td>
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<td>9. Organisational effectiveness</td>
<td>Increased investor satisfaction and returns on investment</td>
<td>Embedded investor and performance-centric culture</td>
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