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.

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

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.

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><strong>OUTCOMES</strong></th>
<th><strong>PRIORITIES</strong> (incorporated into programs)</th>
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<tbody>
<tr>
<td>1. Optimally-adapted varieties, plant breeding and release</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>Integrated and focused soil health program and enhanced SIX EASY STEPS guidelines and nitrogen management</td>
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<tr>
<td>3. Pest, disease and weed management</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>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>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>Prioritised diversification opportunities for further R&amp;D activity or market analysis</td>
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<tr>
<td>7. Knowledge and technology transfer and adoption</td>
<td>New strategy targeting industry needs, problems and solutions</td>
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<td>8. Collaboration and capability development</td>
<td>Leveraged industry, government and research partnerships and enhanced human capability programs</td>
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<td>9. Organisational effectiveness</td>
<td>Embedded investor and performance-centric culture</td>
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**Who we are**

SRA is Australia’s specialist sugarcane research organisation

**Why we exist**

Enabling Australia’s sugarcane industry to be profitable, sustainable & resilient

**What we do**

We invest in evidence-based research, development & adoption activities to meet industry challenges & opportunities

**Our goals**

Drive profitability, improve sustainability, enhance capability & strengthen organisational excellence

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**Our enablers:**
- Mapping the future
- Innovating our science
- Sustaining financial viability
- Optimising return on investment
- Partnering for impact
- Transforming our culture

**Our measures of success:**
- Increased profitability per tonne of sugar produced
- Improved industry sustainability
- High-impact return on investment

**Our values:**
- Innovation
- Investor satisfaction
- Accountability
- Teamwork

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**Our measures of success:**

- Increased sugarcane yield and commercial cane sugar (CCS)
- Better soil health, reduced nutrient losses and improved water quality
- Reduced or avoided yield losses and/or added input costs
- Improved farm input-output efficiencies and profitability
- Optimised production, improved capital utilisation and waste minimisation
- Diversified revenue streams and product innovation
- Accelerated adoption of new technology and practice change
- Enhanced industry and research capability and capacity
- Increased investor satisfaction and returns on investment