

Australian Cherry R&D Plan 2012-2017



The approach to the R&D Investment Plan

Throughout 2011, the Australian Cherry Industry developed a Strategic Investment Plan for 2012 – 2017. This plan was developed to provide a clear direction for the advancement of the Australian cherry industry and define the key outcomes required from the investment of industry and government monies over the next five years. It is expected that approximately A\$5.2 million will be invested into industry research and development (R&D) and promotion during this period.

The Strategic Investment Plan (SIP) has been written as the overarching document to guide industry direction and investment. There are a number of operational plans that are intended to complement the SIP and support the implementation and evaluation process. *One of these plans is the Industry Research and Development (R&D) Investment Plan.*

In April 2012, a number of key industry stakeholders met to discuss the development of the R&D Investment Plan (see appendix for details of stakeholders). Following this meeting a draft plan was developed and circulated within the group for comment. A revised plan was then presented to the IAC for review and necessary adjustments were made before the plan was endorsed by the IAC in July, 2012.

The aim of the R&D Investment Plan is to provide greater detail about the R&D required (and priority of industry investment) to achieve the objectives of the SIP and to *assist industry leaders and stakeholders in making decision making processes around the investment of R&D funds.* To achieve this, the R&D Investment Plan considers each sub-strategy within the SIP which requires the investment of R&D levy funds and provides an outline of elements which will contribute to achieving the sub-strategy. For each of these elements the following is provided:

- Industry aim: a statement reflecting what the industry would like to achieve over the next five years
- Action: what the industry needs to do to achieve the industry aim
- Investment: An indication of the level of investment required to achieve the industry aim. The level of investment is based on the indicative budget available as outlined in the SIP.
- Priority: The priority of this aim and investment in comparison with other actions and investments in the R&D investment plan.

The approach to the R&D Investment Plan - continued

The R&D Investment Plan recognises the overarching impacts that will impact the Australian cherry industry in the future, including climate change and variability, the need for good natural resource management, and the potential that transformational research can deliver for the industry.

The R&D Investment Plan will be reviewed annually by Horticulture Australia Limited (HAL), the Cherry Industry Advisory Committee (IAC) and Cherry Growers' Australia to ensure that investment continues to remain appropriate, targeted and delivers priority outcomes for the industry.

Key abbreviations used in this document

CGA: Cherry Growers' Australia

HAL: Horticulture Australia Limited

RD&E: Research, Development and Extension

IAC: Industry Advisory Committee

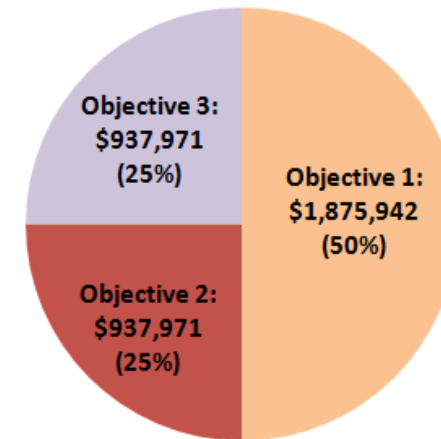
R&D: Research and Development

Investment Allocation by Objective

The following table shows the proposed R&D levy investment (matched dollars) for each Strategic Investment Plan Objectives over the five year period from 2012/13 to 2016/17. This is informed by the investment priorities. The table also shows current committed funds and unallocated funds over this period.

Objective	Current allocated funds	Unallocated funds	Total Proposed Investment	Percentage of R&D levy (%)
1 To build a competitive supply of Australian cherries to ensure that consumers can confidently purchase consistently high quality fresh cherries at retail level	\$1,007,575	\$868,367	\$1,875,942	50%
2 To facilitate a profitable production sector by increasing demand for Australian cherries in line with increasing supply	\$350,887	\$587,084	\$937,971	25%
3 To ensure the Australian cherry industry has appropriate and sufficient capacity to manage change and industry expansion	\$862,689*	75,282	\$937,971	25%

**Proposed R&D Investment by Objective
2012/13 - 2016/17**



Proposed R&D levy investment (matched dollars) by Objective for the period 2012/13 to 2016/17.

* - This indicates R&D levy funds only. An additional contribution from the marketing levy of approximately \$140,000 is required for Consultation Agreement funding. .

Strategy 1.1	Continuously improve the efficiency of cherry production and packhouse systems
Outcomes	<ul style="list-style-type: none"> To increase marketable yield per hectare and reduce per unit cost of production over the next five year period
Rationale	<ul style="list-style-type: none"> <i>Increasing competition in global and local cherry markets</i> <i>Need for on-going productivity gains and innovation recognising the need for good natural resource management and the potential impacts of climate change</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays
	Rating: Low (L) / Medium (M) / High (H) / Very High (VH)				Short (S) / Medium (M) / Long (L) Term	
	M	M - H	M - H	H	S - M	L

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
<i>1.1.1 Develop and promote adoption of best practice production guidelines to assist growers in improving farm productivity, fruit quality and environmental outcomes</i>	<i>Promote R&D outcomes through various channels to improve farm productivity, product quality and environmental outcomes</i>	<p>Ensure that the Australian Cherry Production Guide and the Australian Cherry Export Manual are kept up to date and incorporate new research findings</p> <p>Coordinate a regular regional roadshow with relevant researchers / industry stakeholders to extend R&D findings and promote adoption of best management practice</p> <p><i>Considerations: All R&D projects should incorporate an adoption / extension component – so that R&D is extended appropriately through written and web based material; industry workshops; roadshows and conference.</i></p>	<i>Current industry adoption and extension activities funded through Industry Communications Project and allocation of funds in R&D project budgets</i>

Sub-strategies	Industry Aim	Current Action (projects)	Future Action	Current Investment (\$)
<p>1.1.2 Increase productivity and percentage of marketable fruit by accessing or developing, through industry research and development activities, new varieties, technology, systems and / or practices</p>	<p>Increase productivity to increase grower profitability</p> <p>Increase certainty of annual crop</p> <p>Improve fruit quality to increase demand</p>	<p>CY11016: Evaluation of high quality Australian bred sweet cherries for export and domestic markets</p> <p>CY09002: Improving marketable yield of premium quality cherries</p> <p>CY10002: Optimising Cherry Fruit Set, Crop Load and Fruit Nutrition and Size</p> <p>CY12000: Reducing the impact of late season rainfall</p> <p>CY12002: Improving fruit quality and consistency in cherries</p> <p>CY12013: Sustaining production in marginal climates</p> <p>MT09026: Protecting pollination for the Australian horticultural industry Stage 2</p> <p>MT10058: Biosecurity implementation to strengthen Australia's honey bee and pollination responsive industries</p> <p>MT10063: Remote sensing of beehives to improve surveillance</p>	<p>Evaluation of new varieties and dissemination of relevant data to growers. Future work beyond existing funding (CY11016) may be undertaken wholly or partially funded by other industry stakeholders.</p> <p>Undertake scoping project to identify appropriate treatments, including raincovers, to address rain cracking. Where information is already available ensure that this is distributed to industry. Where further research or assessment is required develop appropriate projects (may be wholly or partially funded by other industry stakeholders).</p> <p>Undertake research to support increased orchard density and related production management (soil management, nutrition, irrigation, pest management, pruning etc). Focus on production management areas which generate the greatest return on investment. Consider cost benefit study prior to further investment in this area.</p> <p>Evaluate measures that could be implemented to improve packhouse efficiency</p> <p>Continue to make targeted investments in projects that support bee health and pollination outcomes</p> <p><i>Considerations: Projects should incorporate an economic assessment to inform growers of potential benefit from adoption of R&D</i></p>	<p>\$740,591</p>

Sub-strategies	Industry Aim	Current Action (projects)	Future Action	Current Investment (\$)
<p>1.1.3 <i>Develop appropriate pest and disease management protocols to support market access</i></p>	<p><i>Improve market access</i></p> <p><i>Fruit fly and other pest and disease management</i></p>	<p>MT09006: Improving European earwig management in pome and cherry orchards through the use of pheromones</p> <p>CY11012: Brown Rot, Botrytis Research Project</p> <p>CY11022: Market access of cherries based on non host status to Queensland fruit fly</p> <p>MT12001: SPLAT Cuelure based management of Queensland fruit fly.</p>	<p>Continue to make targeted investments in projects that address major pest, disease and weed issues for industry and support access to appropriate control methods.</p> <p>Continue support of MRL guidelines - inclusion in export manual.</p> <p>Develop clear understanding of current fruit fly work being undertaken by government and others, likely outcomes, and actions that industry needs to address to achieve outcomes necessary to improve market access for cherries.</p> <p>Work with other industries to achieve outcomes necessary to improve market access for cherries. Consider irradiation options.</p> <p><i>Cost of fruit fly work is unknown at this time. Further assessment required by industry to determine pathway forward and related investment.</i></p>	<p>\$47,166</p>

Strategy 1.2	Improve post harvest handling and presentation of fruit
Outcomes	<ul style="list-style-type: none"> To increase the percentage of fruit sold at retail level meeting consumer requirements (as quantified by industry research studies) from current levels in 2012 to 90% in 2017
Rationale	<ul style="list-style-type: none"> <i>Increasing competition in global and local cherry markets</i> <i>Need for on-going productivity gains and innovation recognising the need for good natural resource management and the potential impacts of climate change</i> <i>Increasing need for supply chain collaboration and education</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays
	Rating: Low (L) / Medium (M) / High (H) / Very High (VH)				Short (S) / Medium (M) / Long (L) Term	
	H	M - H	H	M	S - M	L

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
<i>1.2.1 Develop and promote adoption of best practice handling guidelines to improve handling practices through the supply chain to optimise fruit quality</i>	<i>Provide practical information for correct handling and presentation to maximise product return</i>	<p>Promote adoption of CGA quality standard (currently in development 05/12)</p> <p>Develop and distribute supply chain education material based on available information category management project and consumer research.</p> <p><i>Considerations: Target should be packhouses, transporters, wholesalers and retailers. Education material should include colour guides for different markets (domestic, export), harvest</i></p>	

Sub-strategies	Industry Aim	Current Action (projects)	Future Action	Current Investment (\$)
<p>1.2.2 <i>Improve the fruit quality by: accessing or developing, through industry research and development activities, new technology to increase fruit robustness and improve harvest and post harvest systems</i></p>	<p><i>Improve fruit and stem quality</i></p>	<p>CY12003: Optimising cherry firmness, size and post-harvest shelf life: fruit set and crop load, tree and fruit nutrition</p>	<p>Undertake project to determine impact of modified atmosphere storage on fruit quality</p> <p>Develop pre and post harvest system to predict eating quality. Identify retail display or packaging options that optimise fruit quality and consumer satisfaction</p>	<p>\$220,000</p>

Strategy 1.3	Implement appropriate information systems and risk management strategies to underpin supply
Outcomes	<ul style="list-style-type: none"> By 2017, at least 80% of key industry stakeholders are satisfied with available industry data Effective response to biosecurity issues leading to improved security of and opportunity for the Australian cherry industry
Rationale	<ul style="list-style-type: none"> <i>Need for improved industry information systems</i> <i>Robust biosecurity settings to underpin supply and confidence in the industry</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays
	Rating: Low (L) / Medium (M) / High (H) / Very High (VH)				Short (S) / Medium (M) / Long (L) Term	
	M	M	M	M	S - M	M

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
1.3.1 <i>Collate relevant industry data in a timely manner to inform business (and industry) decision making in relation to supply (and demand) issues.</i>	Industry data: <i>Provide industry with appropriate data to inform decision making</i>	<i>Evaluate the information (industry data) needs of industry and develop a system to collect, collate and disseminate required information.</i> <i>Considerations:</i> <ul style="list-style-type: none"> <i>Regional planting census and production forecasts (trees; hectares; bud development (mid April); extent of pruning; disease issues) - potentially use local consultants to collect data and local committee to moderate data</i> <i>Timeliness of reporting and mechanisms to communicate.</i> 	

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
<i>1.3.2 Ensure an effective biosecurity plan is in place to secure consistent supply of Australian cherries to meet consumer demand</i>	<i>To maintain the industry biosecurity plan</i>	Maintain industry biosecurity plan – review annually and communicate / educate stakeholders as appropriate Communicate biosecurity issues / educate stakeholders	<i>Funded through Industry Consultation and Communications Program</i>

Objective 2: To facilitate a profitable production sector by increasing demand for Australian cherries in line with increasing supply

Indicative Investment	Strategy	Current allocated R&D funds	Total current allocated R&D funds for objective	Total allocated R&D funds
	2.1 <i>Conduct research to inform marketing strategies and identify opportunities for product development</i>	\$10,887	\$350,887	\$937,971
	2.2 <i>Drive growth in targeted domestic and export market segments through effective market development and promotion</i>	\$340,000		Unallocated funds
	2.3 <i>Increase consumer confidence in Australian cherries through managing product issues effectively</i>			\$587,084

Strategy 2.1	Conduct research to inform marketing strategies and identify opportunities for product development
Outcomes	<ul style="list-style-type: none"> • Report ongoing market and consumer research findings to the industry on a regular basis • In the next five years, increase per capita consumption of Australian cherries in line with increasing supply and at a rate of return equivalent or better than 2011/12 farm gate prices • Effective response to market access issues leading to improved security of and opportunity for the Australian cherry industry • Increase export levels from 20% of the Australian crop in 2012 to 50% of the Australian crop in 2017
Rationale	<ul style="list-style-type: none"> • <i>Strong product demand is essential to positively influence the supply - demand relationship</i> • <i>Need for on-going market / consumer research to identify opportunities for and threats to Australian cherries</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays
	Rating: Low (L) / Medium (M) / High (H) / Very High (VH)				Short (S) / Medium (M) / Long (L) Term	
	M	L - M	M	H	S - M	M

Sub-strategies	Industry Aim	Current Action (project)	Future Action	Current Investment (\$)
<i>2.1.1 Undertake market and consumer research to provide regular information on market conditions / trends and consumer attitudes and behaviour</i>	<i>To inform marketing and promotions program / activities and maximise outcomes for growers from industry investment.</i>	MT10017: Understanding the Purchase Behaviour of Fresh Produce Consumers	<p>Conduct market and consumer research to inform industry stakeholders, Industry Marketing Plan and Export Road Map. Focus of market / consumer research should be on domestic market however there should also be targeted investment in export markets in line with Industry Marketing Plan.</p> <p>Communicate finding of market and consumer research to industry stakeholders.</p> <p>Continue to invest in appropriate metrics for supporting and monitoring promotions activities e.g. Nielsen Scan data.</p>	\$10,887

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
<i>2.1.2 Investigate the health and nutrition properties of cherries and cherry products</i>	<i>Develop appropriate information on health and nutrition properties of cherries</i>	Undertake desktop research regarding health and nutrition benefits. Present findings in usable format for marketing activities and update as new information becomes available.	
<i>2.1.3 Track research and new technologies to support the development of new products that meet market / consumer needs</i>	<i>Inform stakeholders; manage industry opportunities and risks associated with new technologies / systems</i>	CGA to report any identified trends in product development; packaging etc through industry communication channels (source of information would include other trade publications; trade days; industry stakeholders etc).	<i>Mainly funded through Industry Communications Program</i>

Strategy 2.2	Drive growth in targeted domestic and export market segments through effective market development and promotion
Outcomes	<ul style="list-style-type: none"> In the next five years, increase per capita consumption of Australian cherries in line with increasing supply and at a rate of return equivalent or better than 2011/12 farm gate prices Effective response to market access issues leading to improved security of and opportunity for the Australian cherry industry Increase export levels from 20% of the Australian crop in 2012 to 50% of the Australian crop in 2017
Rationale	<ul style="list-style-type: none"> <i>Essential that the product has a strong position in the market to drive demand</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays
	Rating: Low (L) / Medium (M) / High (H) / Very High (VH)				Short (S) / Medium (M) / Long (L) Term	
	H	M	M - H	H	S	M

Sub-strategies	Industry Aim	Actions	Current Investment (\$)
<i>2.2.1 Develop and execute an effective marketing campaign, driven by consumer research, which optimises the positioning of Australian cherries in existing and emerging domestic and export channels</i>	<i>Increase demand for Australian cherries</i>	<p>This sub-strategy is addressed by the Industry Marketing Plan.</p> <p>Funding will come from the Industry Marketing Levy. Industry should also seek to also utilise other funding sources / collaborators (such as State Govt funding and other industry stakeholders e.g. supermarkets; central wholesale market marketing departments; other marketers) where possible. Plan should consider message around health and nutrition benefits (see 2.1.2); Point-of-Sale material (domestic and export).</p>	Funded from Industry Marketing Levy

Sub-strategies	Industry Aim	Current Action (project)	Future Action	Current Investment (\$)
<p>2.2.2 <i>Develop and implement an Export Development Roadmap, incorporating industry development and market access requirements, to maximise market opportunities and returns to growers; and mitigate market / business risks.</i></p>	<p><i>To grow industry export volumes profitably</i></p> <p><i>Note: Market access (maintenance of existing markets and access to new markets) is considered one of the highest priorities for the industry</i></p>	<p>CY12007: Export Development for Australian Cherries</p>	<p>Address export development in collaboration with industry stakeholders.</p> <p>Commission projects to develop export roadmap incorporating required components.</p> <p>Implement Road Map.</p>	<p>\$340,000</p>

Strategy 2.3	Increase consumer confidence in Australian cherries through managing product issues effectively
Outcomes	Effective response to market access issues leading to improved security of and opportunity for the Australian cherry industry
Rationale	<i>Need to ensure strong consumer confidence in the product by managing product issues effectively and demonstrating the ethical and environmental credentials of the industry</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays	
	Rating: Low (L) / Medium (M) / High (H) / Very High (VH)				Short (S) / Medium (M) / Long (L) Term		
	H	L - M	M	H	S - M	L	

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
2.3.1 <i>Develop a comprehensive issues management plan, which incorporates food safety, to ensure ongoing consumer confidence in Australian cherries</i>	<i>Maintain supply and confidence in product</i>	Develop issues management plan related to product integrity and reliability. Incorporate media policy in plan e.g. to deal with poor weather issues / fruit splitting etc	

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
<p>2.3.2 <i>Quantify the ethical / environmental credentials of the industry and lead initiatives to enhance the reputation of the industry</i></p>	<p><i>Utilise industry performance to enhance industry reputation</i></p>	<p>Communicate industry achievements in respect to environmental performance to industry stakeholders including the broader community through industry media channels</p> <p>Commission project to benchmark industry’s environmental credentials and develop a sustainable monitoring process (build on previous work by HAL)</p>	<p><i>Communications mainly funded through Industry Communications Program</i></p>

Objective 3: To ensure the Australian cherry industry has appropriate and sufficient capacity to manage change and industry expansion

Indicative Investment	Strategy	Current allocated funds	Total current allocated funds for objective	Total funds allocated for objective
	<i>3.1 Develop appropriate leadership structures and resources to provide sound industry stewardship-</i>	\$357,124 *	\$862,689	\$937,971
	<i>3.2 Improve industry communication and extension to facilitate improved outcomes for industry and industry investors</i>	\$505,565		Unallocated funds
	<i>3.3 Ensure the industry has appropriate resources / risk management strategies to function effectively</i>	-		\$75,282

* - This indicates R&D levy funds only. An additional contribution from the marketing levy of approximately \$140,000 is required for consultation agreement funding to make a total of \$497,124.

Strategy 3.1	Develop appropriate leadership, structures and resources to provide sound industry stewardship
Outcomes	<ul style="list-style-type: none"> At least 80% of key industry stakeholders recognise the industry as having good leadership, governance structures and delivering a range of valued resources and services (evaluate 2012 / 2014 / 2017)
Rationale	<ul style="list-style-type: none"> <i>It is important to build industry capacity and resilience to underpin industry development</i> <i>To achieve its objectives the industry must build effective relationships and alliances with strategic partners</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays
	Rating: Low (L) / Medium (M) /High (H) / Very High (VH)				Short (S) / Medium (M) / Long (L) Term	
	M	M	M	H	M	L

Sub-strategies	Industry Aim	Current Action (project)	Future Action	Current Investment (\$)
3.1 Assess industry capacity and resilience of industry and its management, through appropriate development activities	Through people development activities to increase industry capacity and resilience	CY12910: Cherry Consultation Funding Agreement 2012-13	<p>Continue to undertake industry consultation activities</p> <p>Identify other training needs through a training needs assessment; determine targets and build training program. Where possible leverage off other industry programs / material.</p>	<p>\$357,124</p> <p><i>(includes allocation of \$100,000 / yr for Consultation Funding for 2013/14 and beyond)</i></p> <p><i>Note: Approx \$140,000 of marketing levy funds also needs to be allocated to this activity.</i></p>

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
<p>3.1.2 <i>Collaborate across the horticulture / agriculture sector and with key stakeholders / international partners to ensure the mechanisms for delivery of R&D are appropriate and there are sufficient resources and skills available to meet the current / future R&D and biosecurity needs of industry</i></p>	<p><i>Maintain R&D capacity</i></p> <p><i>Build R&D collaboration</i></p>	<p>Link into Future Orchards and other identified programs where possible</p> <p>Conduct an annual workshop with R&D service providers</p> <p>Leadership training for younger growers (where appropriate collaborate with other industries)</p>	
<p>3.1.3 <i>Continue to proactively develop international networks, and foster co-operation and partnerships to improve global market intelligence and opportunities for the Australian cherry industry</i></p>	<p><i>Develop international networks and improve global market intelligence and opportunities for the industry</i></p>	<p>Continue to support relevant international networking activities e.g. study tours; international cherry symposiums, expos etc. Focus should be on Europe, US and South America.</p> <p>Where appropriate seek co-investment from industry stakeholders.</p>	

Strategy 3.2	Improve industry communication and extension to facilitate improved outcomes for industry and industry investors
Outcomes	<ul style="list-style-type: none"> At least 80% of key industry stakeholders are satisfied with industry communication processes (evaluate 2012 / 2014 / 2017) Industry consistently and effectively demonstrates strong return on investment of levy funds
Rationale	<ul style="list-style-type: none"> <i>Need to ensure industry stakeholders realise and value benefits from investment of the industry levy</i> <i>Effective communication with levy payers and other stakeholders is essential to drive industry change</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays
	Rating: Low (L) / Medium (M) / High (H) / Very High (VH)				Short (S)	
	M – H	M	M	H	M	

Sub-strategies	Industry Aim	Current Action (projects)	Future Action	Current Investment (\$)
3.2.1 <i>Utilising a range of media and forums, ensure the effective communication of key messages to a range of industry stakeholders including levy payers; service providers; supply chain businesses; government and the community</i>	<i>The aims and actions of this element are addressed in the Industry Communication Plan which has been developed by as a separate operational plan.</i>	<p>CY11018: Developing Communications, Engagement & Capacity across the Australian Cherry Industry</p> <p>CY12005: Maintenance and ongoing Development of Communications across the Australian Cherry Industry</p> <p>CY12800: 2011/12 Cherry Industry Annual Report</p> <p>MT07058: Combined Fruit Growers Tasmania and Cherry Growers Australia Industry Development Officer</p>	<p>Implement communications plan</p> <p>Ensure State organisations are used effectively as part of communications program</p> <p>Ensure that all R&D projects have an adoption / extension component – so that R&D is extended appropriately through written and web based material; industry workshops; roadshows and conference.</p> <p>Evaluate effectiveness of communications plan</p>	<p>\$435,565</p> <p><i>(includes \$80,000 /yr communications funding in 2015/16 and 2016/17 and \$8000 / yr for Industry Annual Report for 2013/14 and beyond)</i></p>

Sub-strategies	Industry Aim	Current Action	Future Action	Current Investment (\$)
<p>3.2.2 <i>Ensure and demonstrate strong return on investment of funds from all sources through appropriate governance, program / project structures and outcomes</i></p>	<p><i>Demonstrate appropriate ROI of levy funds.</i></p>	<p>CY11023: Cherry Industry Research Plan 2011-2014</p>	<p>Commission independent review of investments and undertake surveys to monitor adoption of outcomes of R&D projects</p>	<p>\$70,000</p>

Strategy 3.3	Ensure the industry has appropriate resources / risk management strategies to function effectively
Outcomes	<ul style="list-style-type: none"> At least 80% of key industry stakeholders are satisfied with industry communication processes (evaluate 2012 / 2014 / 2017) Industry consistently and effectively demonstrates strong return on investment of levy funds Risk plans are current and adequately resourced
Rationale	<ul style="list-style-type: none"> <i>Need to ensure industry stakeholders realise and value benefits from investment of the industry levy</i> <i>Need for effective risk management strategies to mitigate adverse industry events and / or market conditions.</i>

Investment Priority (for sub-strategy - from SIP)	1. Industry production base affected by the proposed investment	2. Change in producer profit expected	3. Probability of investment success	4. Investment required – by HAL and others	5. Lag before producers receive the benefit	6. Length of time before benefit decays
	Rating: Low (L) / Medium (M) / High (H) / Very High (VH)				Short (S) / Medium (M) / Long (L) Term	
	L – M	L – M	M – H	M	M	L

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
3.3.1 <i>Ensure levy structures and rates are appropriate to meet obligations of industry and expectations of levy payers and other key stakeholders</i>	<i>Ensure adequate levy and other income resourcing</i>	Review on an ongoing basis as part of the OA and IAC / HAL processes Consider alternate funding options where available; levy compliance; linkages with TIA as lead agency under the National Horticulture research Framework.	<i>Internal process</i>

Sub-strategies	Industry Aim	Future Action	Current Investment (\$)
<p>3.3.2 <i>In regards to industry operations, formalise appropriate governance guidelines which reflect the industry’s obligations to levy payers, government and other key stakeholders, particularly in regard to expenditure of levy funds.</i></p>	<p><i>Maintain appropriate governance</i></p>	<p>CGA to develop appropriate governance guidelines</p> <p>CGA to review performance of its operation against guidelines on an annual basis</p> <p>CGA to maintain open communication with industry</p>	<p><i>Internal process</i></p>
<p>3.3.3 <i>Develop a risk management strategy for industry which considers key issues that may impact the viability of the Australian cherry industry</i></p>	<p><i>Develop an appropriate strategy to mitigate industry risks. All industry stakeholders are aware that the industry has a risk management plan which is being monitored and implemented as necessary.</i></p>	<p>Commission a project to assess major industry risks and develop industry risk management strategy. Incorporate finding / actions into R&D plan.</p> <p>Areas for consideration include: maintenance of industry levy reserves, succession planning, climate change, government policy, labour conditions, and ROI on levy investment.</p> <p>On-going monitoring of plan.</p> <p>Communicate through industry media channels</p>	<p><i>Communications funded through Industry Communications Program</i></p>

References

The following documents inform this Plan:

2009/10 Cherry Industry Report, Horticulture Australia, Sydney.

Australian Cherry Industry Strategic Plan / Investment Plan 2012 - 2017.

Cherry Industry Biosecurity Plan (Draft) 2011, Plant Health Australia, Canberra.

HAL Strategic Planning Guidelines (Draft) Version 1, October 2009, Horticulture Australia Limited, Sydney.

Appendix 1: Contributors

The following people are acknowledged for their contribution to the Australian Cherry R&D Planning process.

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