

HORTICULTURE INNOVATION AUSTRALIA LIMITED

PEAK INDUSTRY BODY FORUMS

OCTOBER 2019

OUTCOMES & WAY FORWARD

25 NOVEMBER 2019

Dates and locations

Three Forums were held in October 2019:

- Tuesday 15 October 2019 – Melbourne (Parkroyal Melbourne Airport)
- Thursday 17 October 2019 – Sydney (Pullman Sydney Airport)
- Tuesday 22 October 2019 – Brisbane (Rydges Fortitude Valley)

Invitees

The Chair and CEO (or equivalent) of all prescribed/peak industry bodies (PIBs) (bodies responsible for the initiation of statutory R&D and marketing levies for horticulture industries) were invited to attend the Forums, or to send a delegate in their place.

The Chair and CEO (or equivalent) of all Collective Industry Fund (CIF) Collectors who have entered into CIF Agreements with Hort Innovation were also invited to attend the Forums, or to send a delegate in their place.

Attendees

Avocados Australia Limited	Australian Olive Association
Australian Banana Growers' Council	Passionfruit Australia
Australian Macadamia Society	Growcom Australia
Almond Board of Australia	Australian Sweet Potato Growers
Australian Mango Industry Association	Potato Processing Association Australia
Citrus Australia Ltd	Custard Apples Australia
Australian Table Grape Association	Australian Blueberry Growers Association
Australian Mushroom Growers' Association	Australian Melon Association
AUSVEG	Cherry Growers' Association
Greenlife Industries Australia (formerly NGIA)	Pistachios Growers' Australia
Persimmons Australia	Apple & Pear Australia Ltd
Australian Lychee Growers' Association	Dried Fruits Australia
Raspberries and Blackberries Australia	Berries Australia
Australian Nut Industry Council	

The Forums were offered in three states and locations, and on three dates, to maximise opportunities for attendance and participation.

The Forums were attended by **36 individuals** representing **27 PIBs** in total. The attendance rate was highest in Brisbane (21) followed by Sydney (8) and Melbourne (7).

The following **10 PIBs** were unable to attend a Forum, but they are receiving this report and will be included in all communications moving forward. We look forward to meeting with their representatives at another time.

Turf Australia Limited	Summerfruit Australia Limited
Australian Prune Industry Association	Onions Australia Limited
Papaya Australia Limited	Australian Processing Tomato Research Council Inc
Australian Nashi Growers Association	Botanical Resources Australia
Chestnuts Australia Inc	Australian Dried Tree Fruit Inc

Facilitation

The Forums were attended and facilitated by the following Hort Innovation personnel:

- Matt Brand, CEO (Sydney and Brisbane Forums)
- Sally Holmes, General Manager Stakeholder Engagement
- Corrine Jasper, Head of Industry Strategic Partnerships
- Lauren Jones, Industry Communications Coordinator
- Caitlin Morris, Events Coordinator

Tony Mahar CEO of National Farmers' Federation (NFF) was also invited to attend and speak regarding the NFF Hort Council and opportunities to advance the profile and cause of the horticulture sector on a national basis. Tony presented to both the Sydney and Brisbane Forums. Phil Turnbull, CEO of APAL, presented in his place at the Melbourne Forum.

Objectives and results

The objectives of the Forums were:

- Hort Innovation share updates on organisational matters, including Hort Innovation Strategy 2019-23 and 2019-20 Operating Plan, Implementation of the 2018 Review of Performance Recommendations, and Statements of Commitment
- PIBs share their industry updates – successes, challenges and opportunities for multi-industry collaboration
- Convene PIBs to discuss and workshop Hort Innovation advisory processes and shape the way forward for 'test & learn'
- Provide a networking and information sharing forum for PIB representatives
- Facilitate discussions regarding opportunities for collaboration across industries

The agenda for the Forums is included as **Attachment A**.

The PowerPoint presentation used to support the Forums is included for reference as **Attachment B**.

All parts of the Forums were important:

- Presentation of the **Hort Innovation Strategy 2019-23** allowed us to take attendees on our journey in settling our new four-year strategic objectives, and for questions to be asked and answered.
- Presentation of an update on **Implementation of the 2018 Review of Performance Recommendations** allowed us to share the measures that have been taken to meet these items. A written update will be published on the Hort Innovation website in the near future.
- The opportunity to talk about the intentions behind the **Statement of Commitment** allowed open exchange of ideas on the document and its content, and the principles behind the approach taken by Hort Innovation in issuing this document for consideration. The template Statement of Commitment is included as **Attachment C**.
- In Melbourne and Sydney, the opportunity for each industry to provide an update on successes, challenges and potential opportunities for collaboration across industries was welcomed. Unfortunately, the large number of industries represented at the Brisbane Forum meant that there was insufficient time allocated for the presentation of **industry updates**. This is a learning we can take forward in planning for future across-industry events.
- **Networking** prior to the start of the Forum and in morning tea and lunch breaks was embraced wholeheartedly.
- The presentation provided on behalf of the **NFF** spoke to the activities of the **Hort Council**, their plans into the future, benefits of a collaborative approach and opportunities to get involved.
- Workshop discussions regarding plans to modify **Hort Innovation advisory processes** provided valuable input to our deliberations on the best way forward.

Hort Innovation advisory processes

For past years, the levy investment advisory process operated by Hort Innovation has (with a few exceptions – see **Attachment D** – ‘Test and Learn’) followed a set approach across all industries – a Strategic Investment Advisory Panel (SIAP). In some cases, the SIAP model has, and continues, to work well. In other cases, however, the model has proven to have limitations.

Some of these issues have been:

- Cost v Value. For smaller industries in particular, the SIAP model can be costly to run relative to the total amount of funds available to invest for R&D/Marketing.
- Difficulty in sourcing skilled members / management of conflicts of interest on SIAPs.
- Lack of diversity of advice / leveraging wide relationships.

In seeking to address these issues, Hort Innovation formulated a set of principles to guide a re-invigorated approach to advice.

Principles

1. Diversity of advisory sources and occasions – consult and understand needs of levy payers
2. Advice at a place and time that suits our stakeholders
3. Multi-industry advice and opportunities
4. Efficiency – cost v value
5. Fit for purpose approach (no ‘one size fits all’)
6. ‘Test & Learn’

With these issues and principles in mind, we have taken a view that a ‘fit for purpose’ approach for each industry is required. This was discussed at the Forums and the workshop on advisory approaches provided many ideas to guide future discussions on the way forward, industry by industry.

Themes

A **sample** of some key messaging regarding evolution of the advisory process received from Forum participants:

- Support for Hort Innovation plans to move away from the ‘concept funnel’ as the source/mechanism for all investments, and re-introduction of an investment ‘call’ mechanism guided by Strategic Investment Plans and Annual Investment Plans
- Existing PIB Committees (where they are in place) can add value to advice, and assist in ensuring regional representation and representation across the supply chain where the Committees are structured in this manner
- PIB Boards have an in-depth knowledge of their industry and Hort Innovation can tap into this knowledge through attendance at Board meetings
- Utilising subject matter experts in the advisory process, as SIAP members or otherwise, provide significant value to investment deliberation
- Involvement and wisdom of Hort Innovation R&D managers is valued and important to assist in shaping and developing investment priorities and strategic plans
- Support for blue sky discussions and workshops to continue exchange of fresh thinking/ innovative ideas to drive the industries/ sector into the future
- PIB events where growers gather can present a opportunity for efficient engagement with a wide cross-section of industry to enhance Hort Innovation understanding of industry challenges and needs
- The importance of maintaining/increasing Hort Innovation agility to be responsive to urgent issues arising with an impact on industry (for example, biosecurity incursions)
- Acknowledgement that there is no ‘one size fits all’, and in instances where steps have already been taken with individual industries to ‘test and learn’ a different approach results have been productive
- Capacity building for industry has perhaps been lost in the approach taken over past years and should remain front of mind
- Support for Hort Innovation’s move away from past confidentiality agreements and implementation of clearer confidentiality measures to enable participants to participate freely in robust and open conversation in meetings and make best contributions to the advisory process (Chatham House Rule in meetings) and to also consult and communicate widely within their industries on investment ideas and direction
- Renaming of advisory panels to better reflect a relationship of collaboration as between Hort Innovation and panel members was suggested

What’s Next

The Hort Innovation Industry Strategic Partnerships team will now engage directly 1:1 with each PIB to continue discussions in relation to working together, in keeping with the ‘no one size fits all’ approach. More questions can be asked, and information provided, at that time.

It is also important to note that the current Strategic Investment Plans (SIPs) are due for review prior to 2021. The Hort Innovation team is currently mapping the processing and timing for this review and an outline of this is included as **Attachment F**.

This report includes a summary of the output of discussions in forum / the themes that emerged as to how PIBs would like to see the advisory processes change for the future. These inputs, along with inputs from Hort Innovation personnel, Strategic Industry Advisory Panel (SIAP) Chairs, SIAP members and horticulture growers/levy payers are being considered in remodelling the advisory processes for best results.

The process to be used in working through potential new advisory approaches is ‘test and learn’, with the intention to try new approaches and to then use data gathered through these trials – what worked well / what can work better - to design a fit for purpose approach for each industry. This process is not a short-term undertaking – it may take some time to find what works best. Some ‘test and learn’ approaches have already been tried and others are underway. A sample of these approaches is provided in **Attachment D** – this is a thought and conversation starter – our conversations with each industry will explore the best fit on a case by case basis.

Hort Innovation advisory processes are driven by the Industry Strategic Partnerships team.

Who is my Industry Strategic Partner?

At the Forums we introduced the new Industry Strategic Partnerships team (formerly known as the Relationship Management Team).

Corrine Jasper remains in her lead role as Head of Industry Strategic Partnerships – based in Brisbane corrine.jasper@horticulture.com.au

The team has been restructured to contain four Industry Strategic Partners (former Relationship Managers) and two Industry Partnership Managers (support and operations roles). Along with this change, industries have been assigned to four ‘clusters’ each with an assigned Industry Strategic Partner (ISP):

- ‘Tropical’ – recruitment underway for ISP to be based in Brisbane
- ‘Vegetable’ – Mark Spees – based in Sydney - mark.spees@horticulture.com.au
- ‘Temperate’ – Dumisani Mhlanga – based in Sydney - dumi.mhlanga@horticulture.com.au
- ‘Green/Nut/Berry’ – Bradley Mills – based in Melbourne - bradley.mills@horticulture.com.au

The Clusters

Tropical	Vegetable	Temperate	Green/Nut/Berry /Dried
Lychee Persimmon Macadamia Banana Pineapple Avocado Passionfruit Papaya Custard apple Mango	Vegetable Onion Mushroom Potato Sweet potato Tomatoes (proc) Melon	Citrus Apple & pear Cherry Summerfruit Table grape Dried tree fruit Dried grape Dried prune Nashi Olive	Nursery Turf Pyrethrum Almonds Chestnuts Pistachios Strawberry Blueberry Raspberry & blackberry



The Industry Strategic Partnerships team reports to Sally Holmes, General Manager Stakeholder Engagement - based in Sydney – sally.holmes@horticulture.com.au.

What did attendees want to get out of the Forum?

At the commencement of each Forum, attendees were asked what they wanted to get out of the day.

There were consistent themes, summarised here:

- Relationship between Hort Innovation and PIBs:
 - What is Hort Innovation's role?
 - How does Hort Innovation view the PIBs and how will we work together?
 - What are Hort Innovation's expectations of PIBs?
 - What are the boundaries of what Hort Innovation can and cannot do with/for PIBs?
- Strategy:
 - Where is Hort Innovation going?
 - What is Hort Innovation's role in the growth of horticulture to 2030?
 - What does the new company structure mean for interactions with PIBs and industry?
- Processes:
 - What are the current Hort Innovation investment processes from advice to contracting?
 - Why have investments been delayed?
 - How will processes be improved?
 - Where do PIBs fit in to investment processes?
- Outcomes:
 - How does Hort Innovation measure return on investment?

While most of these items were addressed in presentations and discussion at the Forums, some short form answers to these questions are included in **Attachment E** for those who were not able to attend.

Further, an important question was asked as to what are the 'non-negotiables' set by the Hort Innovation Constitution and Funding Agreement with the Australian Government that impact on the way in which Hort Innovation can deal with PIBs. The best answer available at this time is included in **Attachment E** in answer to the question 'What are the boundaries of what Hort Innovation can and cannot do with/for PIBs'. Negotiation of a new Funding Agreement with the Australian Government is currently on foot and expected to be signed early in 2020. Further clarity will be provided when this new document is in place.

Many matters were discussed, and questions asked at the Forums. Not all of these are reflected in this report. The Hort Innovation Industry Strategic Partnerships team will now engage directly 1:1 with each PIB to continue discussions in relation to working together, in keeping with the 'no one size fits all' approach. More questions can be asked, and information provided, at that time.

Feedback

Feedback received from attendees regarding the Forums has been encouraging. Attendees were unanimous in their support of holding further PIB Forums, with a range of ideas put forward as to the best timing and format for these meetings. We will work to identify optimal opportunities for 2020 in the near future.

Some written feedback received was:

Just want to give some positive feedback on today's meeting. The discussion was refreshing regarding Hort Innovation and PIB relationships. If we can create that positive partnership it will be a win win for both. Well done today. Look forward to catching up to discuss the letter of intent (Melbourne attendee)

Thanks for the day. [PIB] has valued the fresh approach with Hort Innovation. Hope that it keeps going (Melbourne attendee)

Thanks again for yesterday. I thought it was really positive...I think there has been a cultural shift toward a facilitative approach, and I commend you for that. I look forward to that philosophy permeating the whole organisation as basically PIBs and HIA want the same thing which is a robust and profitable horticulture industry (Brisbane attendee)

Quite a lot of positive verbal feedback was also received.

Our observation is that PIBs are at vastly varying stages in their relationship with Hort Innovation. As the industry services body for the whole of the Australian horticulture industry, we look forward to developing all PIB relationships in a productive manner.

It is clear that trust needs to be re-established as between Hort Innovation and many PIBs. This trust is built principally on transparency, open conversation and respectful relationships. Acknowledging and working through issues will progress the conversation greatly. Hort Innovation is committed to this process.

ATTACHMENT A

Peak Industry Body Forums – Agenda – October 2019

Attendees	<p><u>Invitees:</u></p> <p>Peak Industry Body (PIB) representatives [CEOs (or equivalent) & Chairs (or delegates)]</p> <p><u>Hort Innovation:</u></p> <p>Matt Brand, CEO</p> <p>Sally Holmes, GM Stakeholder Engagement</p> <p>Corrine Jasper, Head of Industry Strategic Partnerships</p> <p>Lauren Jones, Industry Communications Coordinator</p>
Dates & locations	<ul style="list-style-type: none"> • 15th October 2019 – Melbourne – TBC (depending on RSVP numbers) • 17th October 2019 – Sydney – Rydges Sydney Airport • 22nd October 2019 – Brisbane – Rydges Fortitude Valley
Forum objectives	<ul style="list-style-type: none"> • Hort Innovation share updates on organisational matters, including Hort Innovation Strategy 2019-23 and operating plan, Implementation of the 2018 Review of Performance Recommendations, and Statements of Commitment • PIBs share industry updates • Convene PIBs to discuss and workshop Hort Innovation advisory processes and shape the way forward for 'test & learn' • Provide a networking and information sharing forum for PIB representatives • Facilitate discussions regarding opportunities for collaboration across industries

Continued over page

			Leading
9.00am	Arrival and coffee/tea		
1. Updates – Hort Innovation and Industry			
9.30am	1.1	Welcome & Forum Objectives	Matt Brand
	1.2	Hort Innovation Strategy 2019-23 <ul style="list-style-type: none">• Key strategic imperatives• Operating plan 2019-20• Q&A	
	1.3	Funding Agreement 2019-2023 <ul style="list-style-type: none">• Update on direction and timeline	
10.15am	1.4	Review of Performance 2018 <ul style="list-style-type: none">• Implementation update	Sally Holmes
	1.5	Statement of Commitment <ul style="list-style-type: none">• Purpose and progress to date	
	1.6	Industry Strategic Partnerships (former Relationship Managers) <ul style="list-style-type: none">• New name and strategic imperatives	
10.45am	1.7	Industry Updates (10 mins each industry present) <ul style="list-style-type: none">• Headlines for each industry – successes & challenges• Opportunities for cross-industry collaboration	PIB reps
12.00pm	Networking Lunch		
2. Advisory Mechanisms			
1.15pm	2.1	Overview of advisory mechanisms <ul style="list-style-type: none">• Historical systems and lessons learned• Principles of modified approach• Annual Investment Plans (AIPs)• ‘Test and learn’	Sally Holmes / Corrine Jasper
1.45pm	2.2	Interactive Session – workshop ideas <ul style="list-style-type: none">• Case Studies – what works well?• Potential approaches	All
3.00pm	2.3	What’s next? <ul style="list-style-type: none">• Summary of actions for ‘test and learn’• PIB Forums going forward	Sally Holmes All
3. Collaboration			
3.30pm	3.1	NFF Horticulture Council – Update and Discussions	Tony Mahar
4.30pm	Meeting close		

ATTACHMENT B

POWERPOINT PRESENTATION - CONTINUED OVER PAGE

Hort Innovation



Slides presented to the PIB Forums

October 2019



Meeting objectives

1. Hort Innovation share updates on organisational matters:
 - Strategy 2019-23 - key themes and initiatives
 - 2018 Review of Performance
 - Statements of Commitment
2. Peak Industry Bodies (PIBs) share industry updates and network
3. Workshop Hort Innovation advisory process 'test and learn'
4. Discuss opportunities for collaboration across industries
5. Other business? – What do participants want to get out of the day?

Hort Innovation Update & Strategy 2019-23

Matt Brand, CEO



**Australian
horticulture is
booming**

**Hort
Innovation**

Australian horticulture at a glance

- Horticulture is currently Australia's second-largest agricultural sector by value
- Growth in value by **40 per cent** over the five years to 2017/18
- Fastest growing area of agriculture



Hort
Innovation

ABARES data

Industry	ABARES GVP Estimate 2017-2018 (\$million)	ABARES GVP Forecast 2018-19 (\$million)
Livestock (Exports and Slaughtering)	\$19,608	\$20,150
Grains, Oilseeds and Pulses	\$13,396	\$11,196
Horticulture	\$10,678	\$11,314
Milk Production	\$4,273	\$4,098
Wool Production	\$4,297	\$3,986
Fisheries	\$3,148	\$3,163
Cotton	\$2,816	\$1,662
Sugar	\$1,207	\$1,546
Wine	\$1,037	\$978
Eggs	\$823	\$846

Australian horticulture at a glance

Who works in horticulture?

72,800 **11,490**

Number of people employed across
Australia's horticulture sector in 2017/18

Approximate number of horticulture
businesses in 2017/18

While most horticulture growers operate on a small scale, the majority of production volume is driven by a smaller number of large operators. The industry is observing a strong trend towards consolidation, with larger scale operations taking advantage of cost-efficiencies and streamlined supply chains.

What we export

\$2.2 billion

Total fresh export value in 2017/18

22%

Average annual growth in
export values in the five
years to 2017/18

50%

Oranges, table grapes and
almonds are our major export
products, representing more
than half of export value in
2017/18

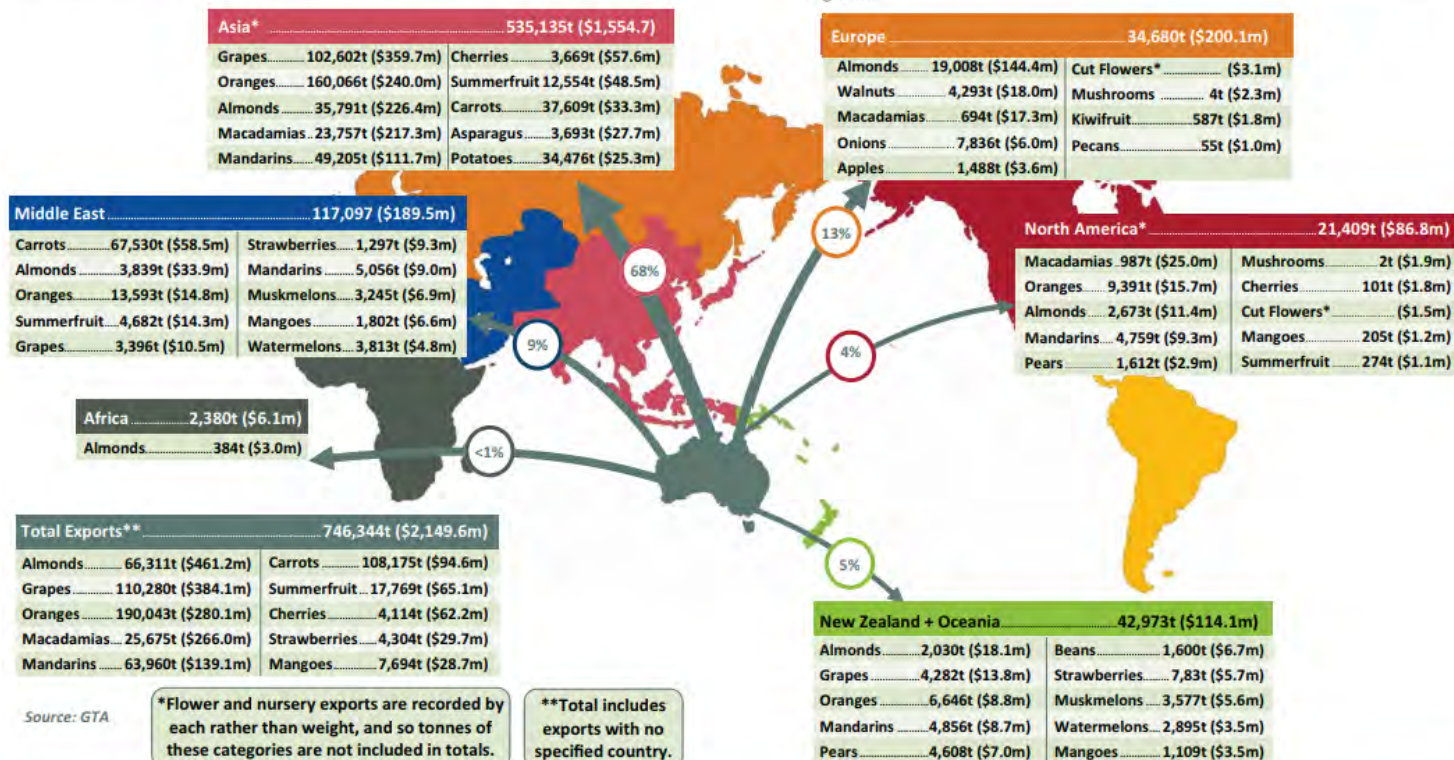
36%

China, Japan and Hong
Kong are our major export
partners, representing more
36.4 per cent of export
value in 2017/18

Hort
Innovation

Exports of fresh horticultural products by region

These pages profile total exports of **fresh** horticultural products by 6 world regions. For each region, the total exports of fresh product is profiled, as well as up to the top 10 products **by value**, on products where exports exceed \$1 million.

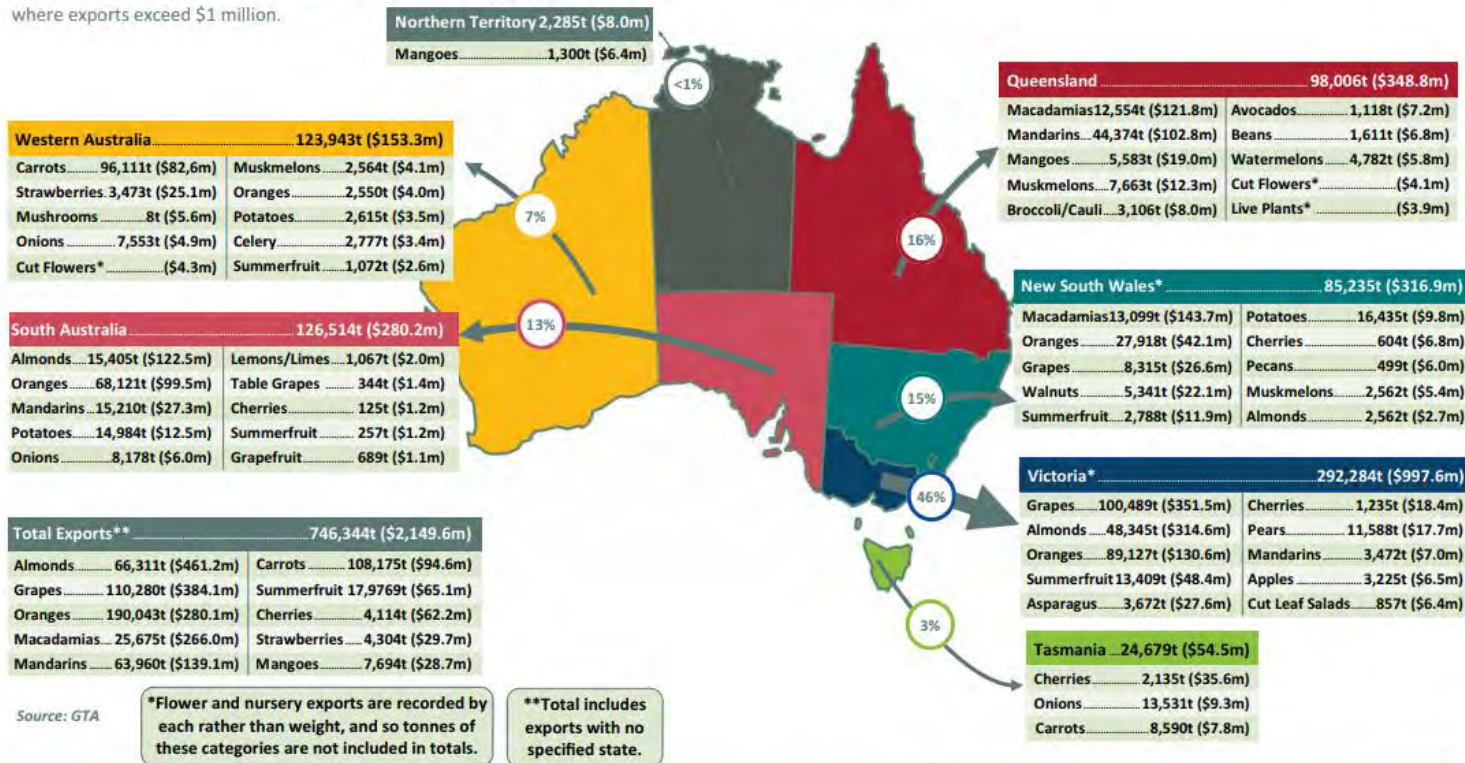


The relative share of the **value** of exports to each of the 6 regions is also profiled in the circle associated with each region. Note that the total value and volume for all regions (located at the bottom left of the page) includes export information with no specified country, and therefore may exceed the sum of the individual regions.



Exports of fresh horticultural products by state

These pages profile total exports of **fresh** horticultural products by Australian state or territory of production. For each state, the total exports of fresh products is profiled, as well as up to the top 10 products **by value**, on products where exports exceed \$1 million.



The relative share of the **value** of exports from each of the states is also profiled in the circle associated with each region. Note that the total value and volume for all states (located at the bottom left of the page) includes export information with no specified state, and therefore may exceed the sum of the individual states.

Strategy Consultation – some comments kept repeating....

Grow export markets

Help us understand and influence consumers

Sustainability, what will the sector look like in 2040

More field days, IDOs and grass roots

More cross sector, less silos

Invest in the future of horticulture

Communicate the outputs of projects

Come into the regions more

Help us become more competitive

Invest in technology across industries

More and better extension

Hold and share knowledge better

Solve the big issues; labour, water, energy

Help us become more organic, less inputs

More direct engagement with growers

Raise the profile of Hort products and industry

**Hort
Innovation**

Growers have told us that some things will have to change...

- We need to take more ownership of driving knowledge out through communication and extension mechanisms.....
- We need to drive a better understanding of the consumer in all key markets, here and overseas...
- We need to divert more dollars to investing in bigger, multi industry projects, for now and for the future...
- We need to find a more efficient way of gaining advice... we spend far too much of the companies time doing this....
- We need to engage at a more grass roots level, with innovative farmers, active regional groups and anywhere that growers gather....

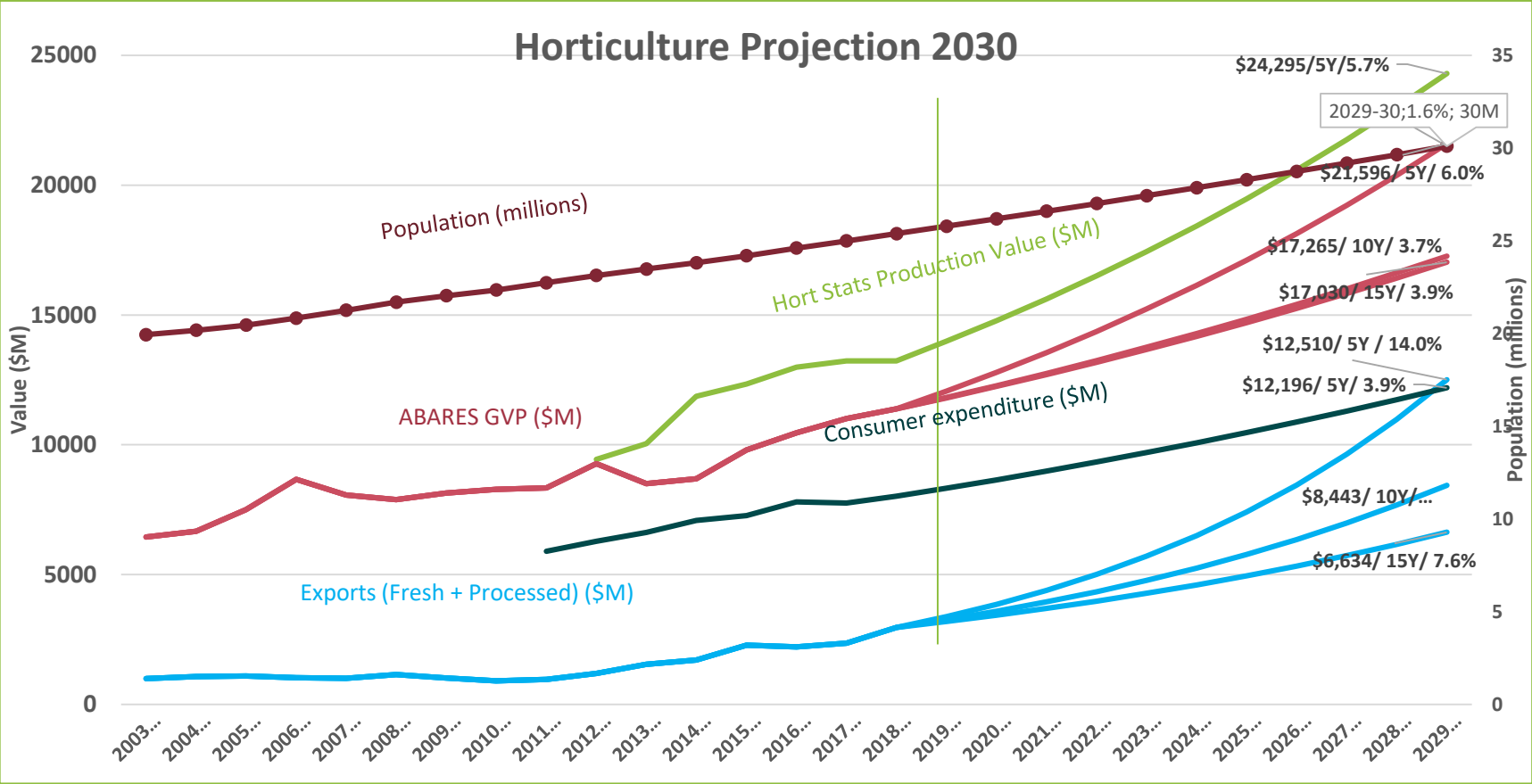
Strategy 2019-23 – A new way forward

**Hort Innovation exists to drive a
prosperous and healthy Australia,
by providing the best knowledge and solutions
to create a world class horticulture industry.**

The logo for Hort Innovation, featuring the words "Hort" and "Innovation" stacked vertically in a white, sans-serif font. The logo is positioned on the right side of the slide, overlaid on a large, curved graphic element that transitions from a light green to a dark teal color.

Hort
Innovation

Our strategic goal of \$20BN by 2030...



Ministerial Inquiry – opportunities & impediments

Hort sector farm gate production has the potential to increase to between \$20 - \$30billion by 2030

Hort Innovation submission 14 October 2019 follows the five pillars of the NFF \$100billion by 2030 goal:

1. Customers and value chain
2. Growing sustainability
3. Unlocking innovation
4. People and Communities
5. Capital and risk management

1

Strategic pillar one

Drive knowledge and innovation into horticulture industries

Outcome:

Communication and extension delivered that impacts on business decisions and practices on farm

2

Strategic pillar two

Deliver the highest value R&D, marketing and trade investments across industries, now and into the future

Outcome:

Investments delivered that address all-of-horticulture opportunities and challenges

3

Strategic pillar three

Enable activities that drive all strategic imperatives

Outcome:

Talent, culture, processes and systems delivered that increase value for growers

**Hort
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Headlines

- Connect growers and consumers = drive demand domestically and globally
- Invest in solutions to improve productivity
- Multi-industry focus / Collaboration – across horticulture and across all of agriculture
- Extension & Adoption – new department
- Sustainability Framework

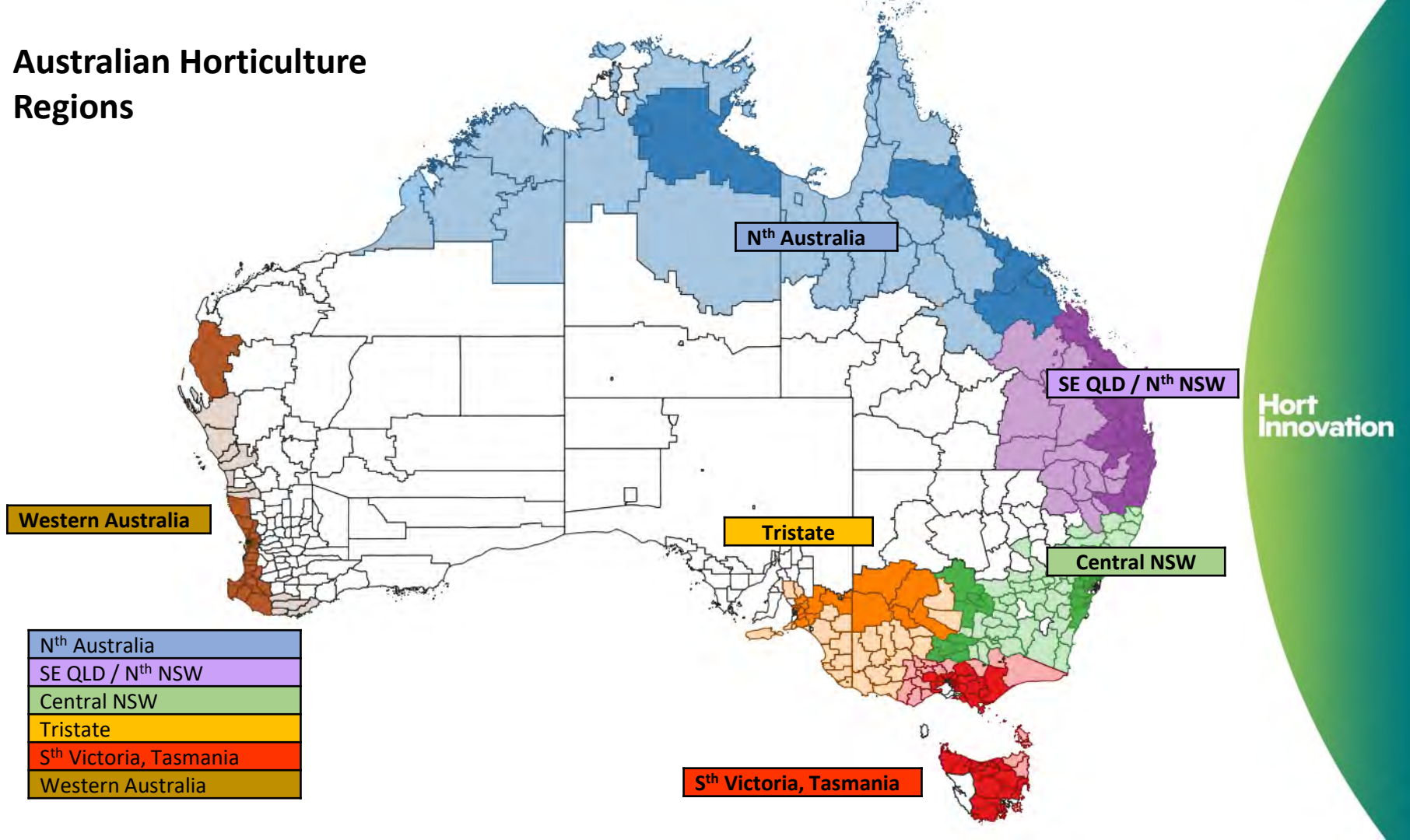
Extension & Adoption - objective

- Reinvigorate and amplify extension services to better address and resolve adoption of investments
- Current challenges:
 - Lack of co-ordination of extension services
 - Lack of behavioural science approach
 - Inconsistent application of adoption pathways embedded in investments
 - Lack of visibility of levy investments

Extension & Adoption – How?

- Regional focus with a physical presence
- Encourage collaboration between stakeholders
- Work in partnership with existing extension delivery partners
- Linkages with non-traditional extension providers
- Gather adoption and practice change metrics
- Alignment of annual extension plans with strategic industry plans
- Coordinate across industry opportunities
- Increase direct communication and dialogue with growers
- Utilise Hort Innovation alumni

Australian Horticulture Regions



Sustainability Framework

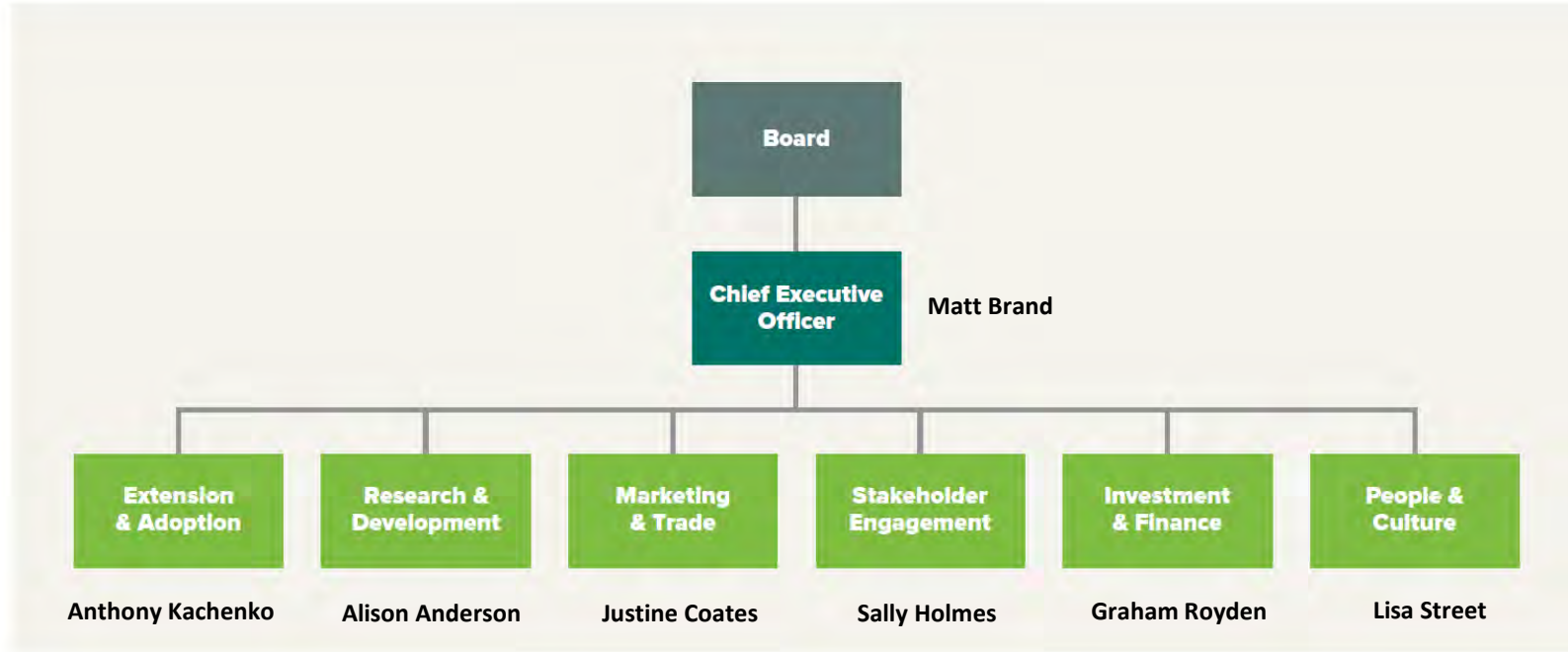
It's about creating long-term stakeholder value — economic, social and environmental.

A baseline measure of the industry's performance against community expectations across social, economic and environmental drivers.

Research undertaken within this program will provide the horticulture industry with a better understanding of community attitudes, how the sector's current performance sits in line with these and where industry attention may need to be directed .



Re-aligned structure



Operating Plan 2019-20 – snapshot of headlines

- Establish E&A capability
- Increase engagement with all growers and horticulture networks
- Building digital knowledge platforms and increase knowledge accessibility
- Focus on future of horticulture – prepare for opportunities ahead
- Commercialisation - review investment planning approaches
- Sharpen focus on understanding consumers, domestically and globally
- Drive investment in multi-industry/all-of-horticulture priorities
- Simplification of processes for flexibility and efficiency
- Collaboration and leadership – enhance relationships

Funding Agreement 2019-2023

Sally Holmes, GM Stakeholder Engagement



Funding Agreement with Australian Government

- Current Agreement 2014-2018 – extended by agreement with Minister to December 2019
- New format Funding Agreement:
 - ‘Principles-based’ approach
 - Stakeholder engagement
 - Research, development and extension
 - Collaboration
 - Governance
 - RDC performance
 - 10 year term
 - Independent Review of Performance upon request

Levies process reform / RDC System

- Department of Agriculture Levies Taskforce
 - Exploring opportunities to improve levy system
 - Review of sunseting legislation
 - Consultation with stakeholders underway
- Ministerial Discussion Paper – September 2019 – *Modernising the Research and Development Corporation System*
 - Separate to the Levies Taskforce
 - “Have your Say” -
<https://haveyoursay.agriculture.gov.au/modernising-rdc>
 - Feedback by 4 November 2019

Review of Performance 2018 Implementation Update

Sally Holmes, GM Stakeholder Engagement



What has been done? - highlights

- New corporate structure and renewal at leadership level
- Engagement through strategy consultation January – May 2019
- Continuous improvement based on consultation and lessons learned
- Continued strong relationships with Commonwealth
- Continued collaboration with other RDCs
- Improvements in reporting and launch of new website December 2018

What has been done? - highlights

- Ex-poste evaluation of investments – up to 400% return on investments
- Systems review and improvements for flexibility and efficiency – ongoing
- Special Resolution for IRB membership put to 2018 AGM
- Implementation of Strategic Marketing Advisory Panel for apple & pear industry, including independent FMCG experts
- Statements of Commitment developed and signed with 4 peak bodies

Statements of Commitment

Sally Holmes, GM Stakeholder Engagement



Progress to date

- Introduced following 2018 Review of Performance recommendations
- Meetings commenced in February 2019 to discuss the form of the Statement
- First Statement signed with Avocados Australia Limited in April 2019
- Further signatories to date:
 - Almond Board of Australia
 - Australian Macadamia Society
 - Australian Banana Growers Council
 - Australian Mango Industry Association
- Further discussions have been held – aim to continue
- Why? – its not legally binding...

“Mutual purpose and respect”

- Objectives:
 - To **clarify responsibilities** as between Hort Innovation and peak bodies
 - To **build strong relationships** as between Hort Innovation and peak bodies
 - To have the **critical / uncomfortable** face to face **conversations** with candour
 - To be **accountable** - and demonstrate accountability - to our grower stakeholders
 - To **boost productivity and performance** in the interests of our grower stakeholders

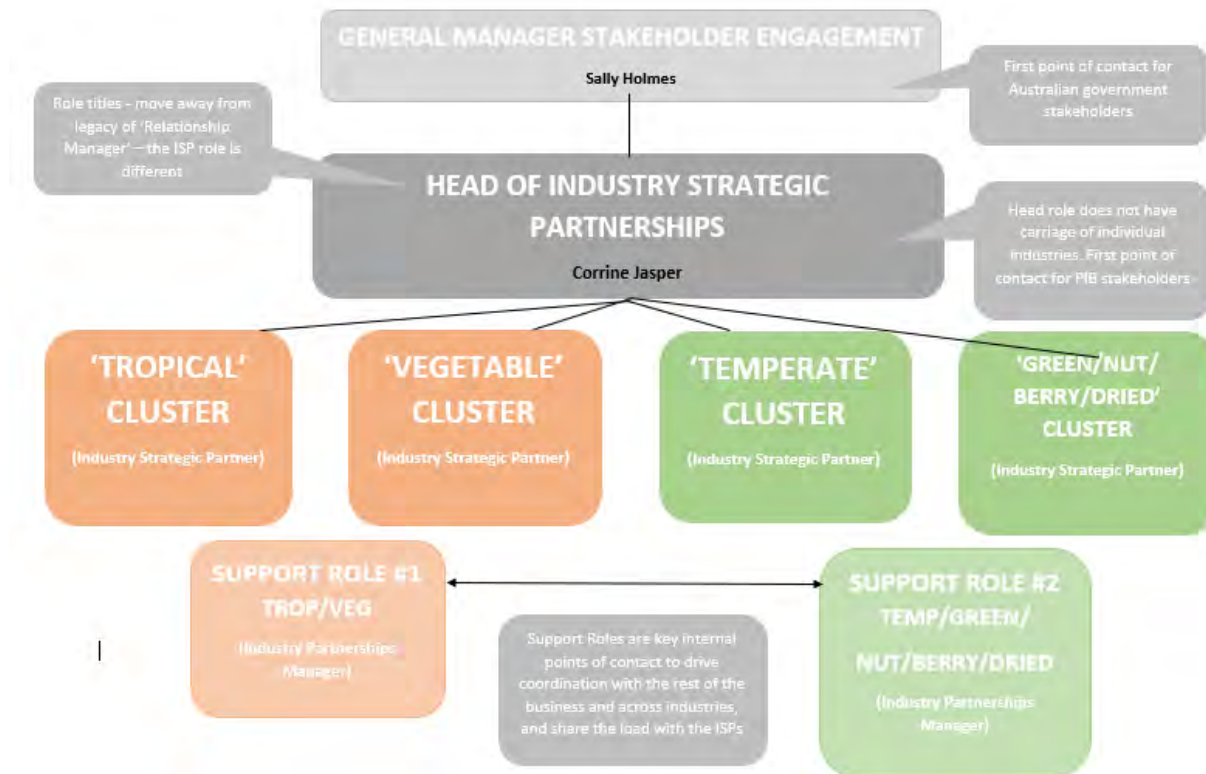
Industry Strategic Partnerships Team

Corrine Jasper, Head of Industry Strategic Partnerships (ISP)



Industry Strategic Partnerships

New Name, New Structure, New Focus



The Clusters

Tropical	Vegetable	Temperate	Green/Nut/Berry /Dried
Lychee Persimmon Macadamia Banana Pineapple Avocado Passionfruit Papaya Custard apple Mango	Vegetable Onion Mushroom Potato Sweet potato Tomatoes (proc) Melon	Citrus Apple & pear Cherry Summerfruit Table grape Dried tree fruit Dried grape Dried prune Nashi Olive	Nursery Turf Pyrethrum Almonds Chestnuts Pistachios Strawberry Blueberry Raspberry & blackberry

Industry Updates

- State of Industry
- Successes / Challenges
- Opportunities for collaboration

PIB Representatives



NETWORKING LUNCH



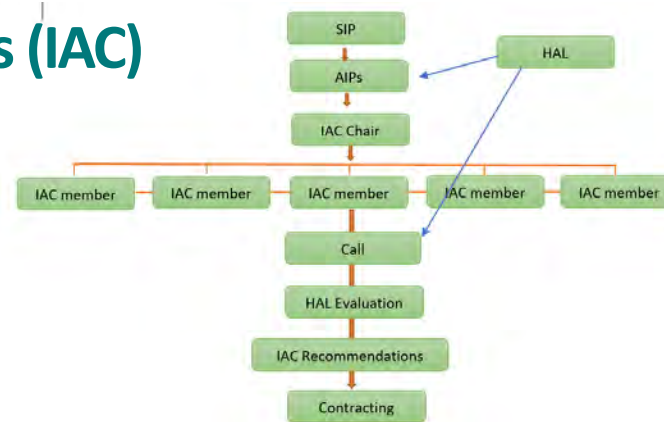
Investment Advisory Mechanisms 2.0

Corrine Jasper
Head of Industry Strategic Partnerships



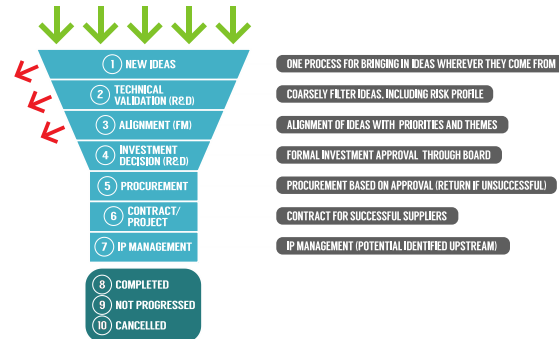
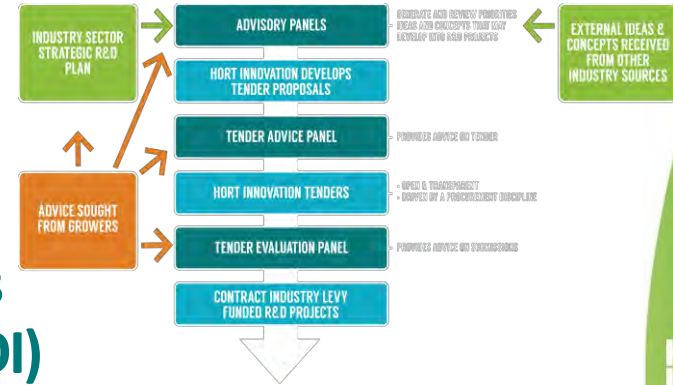
Horticulture Australia Ltd (HAL) Advisory Mechanism

- Investment Advisory Committees (IAC)
- Annual Investment Plans
- Investments guided by call Annual/Bi-annual
- Multi Industry investment allowance 2.5%



Hort SIAP & Procurement Mechanism

- Independent Chairs
- Hort Innovation appointed panels through Expression of Interest (EOI)
- Investments guided by concept funnel
- Open 365 days
- Validation process
- Open Tender
- One size fits all approach



Where we are right now...

- **Expert Advisory Panels (EAPs) – Frontiers**
- **Strategic Industry Advisory Panels (SIAPs) – Levy**
- **Trade Advisory Panel (TAP) (incl. iTAP, niTAP)**

Journey since 2015

- Removal of direct focused engagement with PIBs
- All energy on SIAPs for levy investments:
 - One for each levy / Collective Industry Fund (CIF) industry
 - One size fits all
- Times have changed!

SIAPs – barriers to effectiveness...

1. Cost v value (prohibitive for smaller industries)
2. Difficulty in sourcing skilled members / management of conflicts
3. Lack of diversity of advice / leveraging wide relationships

Principles of fresh approach

- Diversity of advisory sources and occasions – tap into extensive opportunities to consult and understand
- Advice from a wide variety of our growers and other stakeholders - where they are - at a time that suits them
- Fit for purpose approach – no ‘one size fits all’
- Multi-industry advice and opportunities – aligned to strategy
- Reduced need for independent Chairs and minute takers – some meetings will still require this but will be on an ‘as needs’ basis

Timeline and way forward

- Reduced SIAP meetings through to end 2019 – cancellations made where no money to spend / no projects for consideration
- PIB Forums - consultation - 15, 17 and 22 October – Melbourne, Sydney and Brisbane
- ‘Test & Learn’
- Annual Investment Plans
- SIP review – ‘source of truth’

Consultation – Advisory Approaches



Principles of fresh approach

- Diversity of advisory sources and occasions – tap into extensive opportunities to consult and understand
- Advice from a wide variety of our growers and other stakeholders - where they are - at a time that suits them
- Fit for purpose approach – no ‘one size fits all’
- Multi-industry advice and opportunities – aligned to strategy
- Reduced need for independent Chairs and minute takers – some meetings will still require this but will be on an ‘as needs’ basis

Referring to the Principles of the fresh approach, please consider the following questions:

1. What works well?

- **SIAPs**
- **Other approaches**

2. Potential 'test and learn' opportunities

What's Next?



Where to from here?

- *Melbourne Forum – Tuesday 15 October*
- *Sydney Forum – Thursday 17 October*
- *Brisbane Forum – Tuesday 22 October*
- Consolidation of ideas and communicate back
- 'Test and learn'
- What should PIB Forums look like in future?

NFF Horticulture Council Update and discussions

Tony Mahar, CEO NFF



ATTACHMENT C

STATEMENT OF COMMITMENT TO MUTUAL PURPOSE AND RESPECT

This Statement of Commitment (**Statement**) between Horticulture Innovation Australia Limited (**Hort Innovation**) and *Insert Name of IRB (IRB)* is intended to provide clarity as to the roles, responsibilities, mutual objectives and engagement expectations between Hort Innovation and (*IRB*).

Hort Innovation and (*IRB*) commit to formally establish and maintain a positive and cooperative working relationship for the benefit of the Australian (*Name Industry*) industry (**Industry**). As part of their mutual commitment, Hort Innovation and (*IRB*) will act in accordance with the spirit and intent of this Statement, even though neither party intends that it be legally binding.

A. ROLES AND RESPONSIBILITIES

Hort Innovation and (*IRB*) acknowledge that each has a different and complementary function in advancing the interests of the Industry:

Roles and Responsibilities of Hort Innovation

1. Subject to being recognised as the industry services body under Commonwealth legislation, to receive from the Australian Government and manage investment of statutory levies (**Levies**) as well as Australian Government co-investment monies (**Taxpayer Funds**) under the terms of its Constitution and Funding Agreement with the Australian Government.
2. To invest Levies in accordance with advice received from Industry as reflected in the Industry Strategic Investment Plan (**SIP**).
3. To implement the strategic allocation and investment of Levies, Taxpayer Funds, other monies received from the Australian horticulture industry and contributions by investors in research, development, extension and marketing programs (**Investments**) for the benefit of the Australian horticulture sector.
4. To monitor and drive the delivery of Investments and communicate the outcomes and value of Investments to the Industry and other stakeholders.

Roles and Responsibilities of *IRB* (*include as applicable – will differ as between IRBs*)

1. Subject to being recognised as the prescribed industry body under Commonwealth legislation, to determine the existence and rates of Levies for the Industry and monitor adherence to the payment of Levies by Industry, in accordance with its Constitution.
2. To develop an overall vision and strategic imperatives for the Industry.
3. To encourage high standards of practice in Industry production.
4. To represent and further the interests of its members and the Industry in respect of matters that may affect the reputation, viability and growth of the Industry.
5. To advocate the Industry's position to all levels of Australian Government.

6. Subject to successful proposal through the Hort Innovation procurement process, *IRB* may be contracted to Hort Innovation as a delivery partner to be accountable for the following:
 - a. To act as a facilitator and coordinator of research and development (**R&D**) and effective extension to the Industry, and facilitation of the adoption and commercialisation of R&D.
 - b. To act as a facilitator and coordinator of market development and promotional activities to support domestic and export activities of the Industry.

B. MUTUAL PURPOSE AND OBJECTIVES

Hort Innovation and (*IRB*) acknowledge their mutual purpose in working to sustain a profitable, productive and competitive Industry, and commit to working cooperatively, within their respective roles and responsibilities and in the interests of Industry, to deliver on the following objectives:

1. Drive the Industry forward with a focus on optimising the value and volume of product in market.
2. Engage in strategic activity that reflects and implements Industry-wide needs and recommendations.
3. Maximise understanding of and engagement by Industry levy payers with the investment of Levies and other Hort Innovation investment opportunities, through co-ordinated membership and communication initiatives.
4. Maximise extension and adoption of Hort Innovation program outputs and outcomes to drive positive practice change.

In cooperating to achieve these objectives, Hort Innovation and (*IRB*) commit to:

1. Respect the roles and responsibilities of each other.
2. Support the pursuit of innovation and excellence for the benefit of the Industry.
3. Adopt methods of measurement and evaluation to assess the value being added to Industry by activities undertaken.
4. Communicate in a timely, accurate and clear manner to Industry.
5. Work collaboratively where appropriate and practicable, bearing in mind required resources, skills and capacity to deliver.
6. Expect of themselves, each other and of third parties' professional standards of governance and delivery on obligations and commitments, contractual or otherwise.
7. Identify and act on opportunities to minimise duplication of effort and cost.



8. Facilitate opportunities to leverage each other's relationships with levy payers and third parties for the benefit of Industry.

C. MUTUAL EXPECTATIONS IN ENGAGEMENT

Hort Innovation and (*IRB*) agree the following statements are principles to apply to all dealings with and regarding each other:

1. Facilitate a climate of open dialogue and regular constructive communication.
2. Act in a professional manner in all dealings, recognising that disagreement and informed debate can be carried out with civility and respect.
3. Treat representatives fairly and respectfully and provide an environment free from bullying, harassment and discrimination.
4. Act ethically and in a fair, reasonable, trustworthy and accountable manner.
5. Provide accurate, objective and clear information to assist decision making in the best interests of Industry.
6. Use care and integrity in managing confidential information, fulfilling commitments and sharing credit for accomplishments.
7. Aim to add value to initiatives undertaken to advance the interests of Industry.

D. MANAGEMENT OF COMPLAINTS AND DISPUTES

Hort Innovation and (*IRB*) agree to provide to each other timely notice of any complaint or dispute arising in connection with this Statement or in respect of dealings with each other.

Hort Innovation and (*IRB*) commit to promptly, proactively and privately resolve the complaint or dispute as between themselves by first scheduling a meeting as between senior representatives to address the matter raised. If the complaint or dispute is not resolved at this meeting, a further meeting involving the Chief Executive Officer (or equivalent) and Chair of each party will be convened for this purpose.

E. LIFE OF THIS STATEMENT

Hort Innovation and (*IRB*) agree this Statement is intended to remain in place indefinitely. Any modifications must be mutually agreed and formalised by way of an addendum signed by both the Chief Executive Officer (or equivalent) and Chair of each party.

Hort Innovation and (*IRB*) may unilaterally and formally end their commitments in this Statement by written notice of termination to the other party signed by both the Chief Executive Officer (or equivalent) and Chair of the terminating party. Before acting to terminate, each party commits to following the process for management of complaints and disputes in this Statement.

Signed for Hort Innovation by its authorised representatives:

Matt Brand, CEO

Selwyn Snell, Chair

Date

Signed for *IRB Abbrev* by its authorised representatives:

Name of CEO, CEO/Executive Officer

Name of Chair, Chair

Date

DRAFT

ATTACHMENT D

'TEST AND LEARN' SAMPLE

Industry	Test	Details
Avocado & Banana (R&D & Marketing)	Separate R&D and Marketing SIAPs	Both industries have separate R&D and Marketing SIAPs. Funds available to the industries present this as a viable option to allow: <ul style="list-style-type: none"> • participation by a greater cross section of industry on a SIAP • SIAP members to focus on their area of skill • discussions to focus solely on the separate funds available for R&D or marketing activities
Apple & Pear (Marketing)	Strategic Marketing Panel (SMP)	Comprises: <ul style="list-style-type: none"> • 2 apple & pear growers • 2 independent FMCG marketing experts • 2 Hort Innovation representatives • 2 APAL representatives <p>Ongoing – commenced 2019</p>
Vegetable (R&D)	Separate R&D SIAPs	For some time the vegetable industry had three separate R&D SIAPs: <ul style="list-style-type: none"> • Farm productivity resource use management • Consumer alignment • Market and value chain <p>In mid-2019 these were reduced to two separate R&D SIAPs:</p> <ul style="list-style-type: none"> • Pre-farm gate • Post-farm gate <p>Feedback from the first meeting of the new pre-farm gate and post-farm gate SIAPs suggest this structure has met the needs of participants and Hort Innovation</p>
Strawberry, Raspberry & Blackberry, and Blueberry (CIF) (R&D)	Combined 'berry' SIAP meeting to explore common investment needs	In March 2019 the three berry industries held a joint SIAP meeting. The outcome of this meeting includes one joint berry project in communications / industry development
Pistachio (CIF) (R&D)	Advice received principally from the Pistachio Growers Association Inc (PGAI) R&D Committee	PGAI is the collector of the CIF voluntary levy funds. The pistachio industry has approx. 66 growers nationally, with two dominant grower/producers. This methodology works

		well due to the united approach of growers in the industry.
Macadamia <i>(R&D)</i>	Electronic survey testing of concepts	Distribution of a survey to Hort Innovation macadamia members to seek advice on and prioritise concepts for investment consideration. Results were tabled with the SIAP at the following meeting. Whilst modifications to the approach have been identified, participation rates by members indicate this was welcomed as a method of engagement
	Hort Innovation personnel attendance at Mac Group meetings	Hort Innovation Industry Strategic Partner attendance at Mac Group meetings to discuss and identify key issues and concerns with individual growers

ATTACHMENT E

QUESTIONS & ANSWERS

Relationship between Hort Innovation and PIBs

- **What is Hort Innovation's role?**

Hort Innovation is the grower-owned, not-for-profit research and development corporation for Australia's horticulture sector. We work with the sector to invest levy, co-investment and Australian Government dollars into initiatives spanning research and development, extension and communication, international trade, and marketing.

In implementation of our new Strategy 2019-2023 our purpose is to "drive a prosperous and healthy Australia, by providing the best knowledge and solutions to create a world-class horticulture sector".

Our unique value proposition is our contact with and visibility across the horticulture sector *as a whole*. As a consequence of this we are in a position to drive value not only for individual industries, but for the whole sector, by:

- driving knowledge generation, knowledge accessibility and insights across all horticulture industries;
- creating a knowledge hub to provide research-backed data and inputs to empower industries across the horticulture sector to drive their strategic imperatives for best practice, growth, sustainability and profitability;
- identifying opportunities for cross-industry collaboration and learnings, so that we reduce duplication of efforts and enable faster progression to keep our Australian industries competitive;
- leveraging relationships with subject matter experts, delivery partners, government agencies and other key contacts to design the most effective approach to addressing industry needs; and
- leveraging the financial investment of levy paying growers, through both Australian government investments and grants, and third-party co-investment.

- **How does Hort Innovation view the PIBs and how will we work together?**

Hort Innovation believes that a strong and healthy partnership between the company and each of the horticulture sector's PIBs is fundamental to achieving the best outcomes for the industries and growers, which we both exist to support. We view the PIBs as a key partner for understanding and engaging with industry, and we strive for collaboration and connection wherever possible.

In many cases, PIBs are also delivery partners for Hort-Innovation-funded projects and programs. To be selected as the delivery partner for a particular investment, PIBs must go through the same process as other potential service providers. This is key to Hort Innovation's fair and equitable procurement process as custodian of levy funds. For this reason, the Statement of Commitment cannot include a statement that a PIB for a given industry is a preferred service provider for all projects/programs for that industry. However, we are working in the company to simplify our procurement processes by identifying 'pre-approved delivery partners' based on past delivery of quality and value-for-money services. PIB delivery partners may form a part of this group on a case-by-case basis.

- **What are Hort Innovation's expectations of PIBs?**

Hort Innovation's Statement of Commitment initiative offers an opportunity for the company to come together with individual PIBs to define, acknowledge and cement agreed roles, responsibilities, objectives and expectations. This includes expectations around open, constructive, respectful and fair engagement.

With or without signing the Statement of Commitment, Hort Innovation intends to engage with PIBs adhering to these principles in the interests of serving the best interests of our levy paying growers.

The Statement of Commitment template in **Attachment C** provides the full outline of what we would like to formally commit to in our relationship with PIBs.

- **What are the boundaries of what Hort Innovation can and cannot do with/for PIBs?**

Hort Innovation operates within the bounds of our Constitution and our Funding Agreement with the Australian Government.

The Constitution of the company (available at www.horticulture.com.au/governing-documents) retains the following provisions in respect of industry representatives bodies (broader than, but including, PIBs):

- Hort Innovation may not make grants or provide financial assistance to an industry representative body
- Hort Innovation may procure goods and services from an industry representative body
- A Hort Innovation voting member may not appoint an industry representative body as a proxy unless the proxy is directed how to vote
- A current officer or employee of an industry representative body is not eligible to be a Director of Hort Innovation

Some key takeaways from the current Funding Agreement include that Hort Innovation must not engage in or financially support any agri-political activity and must not make payments to industry representative bodies outside of their engagement as investment delivery partners/providers of goods or services.

Everything Hort Innovation does should be for the benefit of levy payers, levy-paying horticulture industries or the broader horticulture sector, and the Australian community generally. We of course also operate within the bounds of available funding.

Strategy

- **Where is Hort Innovation going with the new Strategy 2019-23?**

Full information on the new strategy can be found on the Hort Innovation website at www.horticulture.com.au/strategy-2019-2023. Implementing the strategy will allow Hort Innovation to continue to help growers and the wider horticulture sector in harnessing opportunities and growing strengths, while planning for and tackling potential hurdles in the way.

The strategy includes goals for the company:

Hort Innovation is committed to sustainable growth in horticulture, with the overarching aim of increasing the sector's value to \$20 billion by 2030. We will do this by...

- *Supporting growth in demand, both domestically and globally*
- *Supporting profitable and collaborative industries*
- *Delivering world-class innovation, knowledge and networks*

The strategy also outlines three key areas of focus, under which sit key activities, outcomes and key performance indicators. We encourage you to download and read the full short document at www.horticulture.com.au/strategy-2019-2023.

- **What is Hort Innovation's role in the growth of horticulture to 2030?**

Hort Innovation is committed to helping Australian horticulture as a whole grow to \$20 billion by 2030. As outlined in our strategic goals, we will do this by supporting growth in demand; supporting profitable and collaborative industries; and delivering world-class innovation, knowledge and networks.

The horticulture sector has the potential to be a leader in the growth of Australian agriculture in the coming decade, and Hort Innovation is taking all opportunities within its remit to drive this message and garner support for all horticultural industries to achieve this goal.

Hort Innovation acknowledges the need to work with the individual horticulture industries, including through PIBs, to understand existing industry growth plans where they exist. To best support the growth of horticulture, we need to consider individual industries' views for the future, and how they see themselves fitting into the overall growth of the sector.

- **What does the new company structure mean for interactions with PIBs and industry?**

Under the realigned structure of Hort Innovation there will be more contact throughout the regions and a bolstered focus on connection in all its forms. This includes through our new Extension & Adoption function, and with ongoing and increased engagement with our team of Industry Strategic Partners (formerly Relationship Managers), now operating under a realigned 'cluster' approach for improved oversight of cross-industry opportunities. Industries will have dedicated points of contact within each of these teams, and PIBs have an additional designated point of contact - Corrine Jasper, Head of Industry Strategic Partnerships. Other regular touchpoints with Hort Innovation will remain and be improved as required, including Hort Innovation communication offerings, our Better Together program with industry, levy-funded communication and engagement programs and the like.

Processes

- **What are the current Hort Innovation investment processes from advice to contracting?**

The current process is described on the Hort Innovation website at www.horticulture.com.au/growers/funding-consulting-investing/investment-ideas. It involves advice on potential investment ideas being sought from SIAPs, distribution of requests for proposals, assessment of all responses and more. This process was also revisited in the Forums.

The number of steps internally between the receipt of a concept by the company, exploration and validation of the concept by our internal team including our R&D subject matter experts, alignment of all concepts with Strategic Investment Plans (SIPs) for industry, obtaining advice on the proposed investment, scoping the desired project, procurement of a suitable delivery partner, contracting of the work to be performed, and implementation of the plan is too long and complex. A full analysis of this process has been conducted internally to inform a remodelling of the way in which we operate. This analysis has revealed that we are spending too much time working through concepts which do not bear relevance to the strategic plans of industry and are not utilising the talent of our personnel to delivery value to industry.

Our current internal program 'Making Processes Great' is delivering a refined approach to ensure we simplify the processes whilst retaining essential governance and accountability practices.

- **Why have investments been delayed?**

There has been a variety of causes for delay in investment implementation. Hort Innovation acknowledges that the current process by which we identify, progress and contract investments is complex, can have bottlenecks, and has elements that may be repetitive or redundant – all of which can hinder the ability to be responsive to levy payers needs.

Our current internal program 'Making Processes Great' is delivering a refined approach to ensure we simplify the processes whilst retaining essential governance and accountability practices. As improvements are implemented, we will share these with all our stakeholders.

- **How will processes be improved?**

There are several potential improvements that Hort Innovation is currently exploring. We believe improvements may include:

- Consulting differently / more broadly with industry to refine key issues and identify recommendations
- Introducing clear Annual Investment Plans (AIPs) for industries, which will be derived from the Strategic Investment Plans (SIPs) and be refined through consultation
- Refining the ideation process, through the above measures
- Working to align the timing of processes to meet industry needs and timeframes
- Refining existing advisory mechanisms, including a SIAP functionality review
- Addressing the technological systems that underpin our processes, to address barriers/areas of over-complication, and ultimately increase efficiency.

- **Where do PIBs fit in to investment processes?**

Hort Innovation looks forward to working with PIBs in improving our investment processes. This will include engaging with PIBs around best approaches as improvements are made, and consultation as part of the refinement of key industry issues and recommendations. We will also be looking to PIBs to help engage levy payers (and industry participants more broadly) with this broader consultation approach – both in encouraging and facilitating participation.

PIBs will continue to have representation on industry SIAPs as part of the investment process, providing input on all relevant investments (where there exist no conflicts of interest), and direct engagement reintroduced through our Industry Strategic Partnerships Team.

Outcomes










- **How does Hort Innovation measure return on investment?**

There are several ways Hort Innovation checks in on the performance of investments to ensure outcomes and impacts for levy payers:

- Monitoring and evaluation plans are built into all relevant projects
- An ex-post impact assessment project was begun in 2018/19 to evaluate the impact of Hort Innovation R&D investments across our entire strategic levy program – this includes identifying types of impacts generated for a random sample of projects, and quantifying impacts in monetary terms where possible. You can see www.horticulture.com.au/mt18011 for more
- Hort Innovation also has a rolling program of industry fund assessments, similar to the above – this one evaluating four specific industry investment programs each year to determine impacts. You can see the first round of assessments at www.horticulture.com.au/mt18009
- Each industry Strategic Investment Plan (SIP) has a potential impact (in monetary terms) built into it, and at the end of life, there will be a look at the progress made against each of SIP's KPIs
- Our industry-facing staff, including our Industry Strategic Partnerships Team, regularly discuss with our SIAP members, levy payer stakeholders and PIBs their feedback on delivery of investment programs and value derived by industry to inform future investment and continue the conversation regarding industry needs
- Hort Innovation conducts a Stakeholder Sentiment Survey examining a variety of areas to test our delivery as against expectation. This Survey was first completed to provide a baseline measurement in 2017 and will be repeated in the first quarter of FY2020-21.

ATTACHMENT F

TIMELINE TO REVIEW OF STRATEGIC INDUSTRY R&D AND MARKETING PLANS (SIPs)

Key Milestones	2019			2020												2021						
	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July
Peak Industry Body Forum – Melbourne	 15 October																					
Peak Industry Body Forum – Sydney	 17 October																					
Peak Industry Body Forum – Brisbane	 22 October																					
Realignment of industry clusters																						
PIB Forum Outcomes Paper released																						
Commence PIB discussions for fit-for-purpose approach																						
Commence planning for review of industry SIPs																						
Design fit for purpose approach for review of SIPs for each industry																						
Commence SIP reviews																						
All industry SIPs reviewed and new SIPs in place																					