

Over the last six months, SRA has been developing a new strategy and operating model, based on extensive industry consultation and feedback. We have made significant progress and developed a commercial model that considers options for our structure and property footprint, the long-term view of sustainable research and service delivery, and how we help the industry realise economic growth opportunities post-COVID.

At the heart of this work is ensuring that SRA's services in plant breeding and biosecurity remain core activities for the industry.

For SRA to continue to improve our services and capitalise upon future opportunities, we also need to find significant efficiency savings within the business, which will mean some changes and improvements that we are seeking your feedback on. Specifically, we want to talk to you about critical points under consideration including our property footprint, adoption, SRA structure and skillsets, and our areas of research.

We are planning a series of industry workshops in late October / early November. These will be on the topics of:

Strategic foundations	Examining our business models and value for money core and support services.
Adoption	SRA's role going forward to reduce duplication and maximise return on investment.
Research missions and research governance	How do we streamline to invest for the future. We want industry-centred decision making to involve industry much earlier in the research investment process.

Please note that these multiple industry workshops will occur virtually - using the Microsoft Teams system, which is an efficient way of bringing together people from across the industry. Each workshop is expected to go for about four hours. For some of the three topics, there may be multiple workshops, depending on the key points for discussions and the people and groups involved.

A number of industry stakeholders have already indicated that they would like to participate in the working group meetings. I would also like to open the invitation to anyone from industry who may be interested.

[Click here to email Carol Norris to indicate your intent to participate \(more detail will be provided to participants\).](#)

Alternatively, you can phone Carol Norris on 0459 861 482.

Following these working groups, we will then use that feedback to complete the strategy and operating model, and then bring that feedback back to you via a regional tour (face-to-face) in late November.

Following final Board approval in December, our goal is to start the process of implementing the new operating model immediately in the new year.

I reiterate that plant breeding and biosecurity will always be core services for SRA. Beyond those core services, we also see a whole range of exciting opportunities for our industry in the future.

Our new strategy and operating model for SRA will help position our industry to make the most of these opportunities.

Kind regards,

Roslyn Baker

CEO, Sugar Research Australia