



“Supporting the widespread adoption of sustainable practices that deliver value to our members, farmers, farming communities and consumers”

Three Year Strategic Plan

2017 to 2020

Purpose

The Sustainable Agriculture Initiative (SAI) Platform - Australia (The Platform) was established in 2007 with five members. Since then it has grown to fifteen members, all highly regarded participants in the Australian food and beverage supply chain.

The Vision of The Platform is to:

“Implement secure and thriving agricultural supply chains and protect the earth’s resources through widespread adoption of sustainable practices that deliver value to our members, farmers, farming communities and consumers”.

This Vision reflects that of the Global SAI Platform. The Platform originated in Europe by world-leading agriculture, food and beverage companies with a belief that a common industry forum has the potential to promote sustainable agriculture at the global level. Internationally, the Platform has adopted three dimensions for considering sustainability – people, profit and planet.

The Platform aims to contribute to this goal by being a highly valued two-way gateway for the Australian food and beverage sector on sustainable agriculture. Members share a common sustainable agriculture vision and bring practical skills, knowledge and practices to Australian agricultural production and supply chain processes. The Platform aims to be a key mechanism for those along the supply chain and external stakeholders to access the sustainability initiatives and resources of members, and in turn for the members to communicate their initiatives and practices along the supply chain and to external stakeholders.

The Platform has a unique value proposition that differentiates it from other sustainability and industry organisations. This comprises:

- Its cross-value chain membership
- Its independence
- Its focus on achieving tangible sustainability outcomes
- Its capacity to inform policy debates (although not as a lobbyist to advance particular interests).

Facilitating sustainable agriculture requires a clear vision, a commitment to common guidelines and a passion for continuous improvement. The members of The Platform have adopted this common vision and sustainability guidelines. The sustainability guidelines have been agreed to by the Platform, as a whole and guide our work as a Platform and as individual members. Members also leverage effort and resources and, where possible, develop partnerships to advance progress towards more sustainable operations.

SAI Platform - Australia has three strategic priorities:

1. Facilitate sustainability learning among members
2. Promote sustainability practices among farmers, members and other stakeholders
3. Build partnerships and alliances to implement sustainable practices along the supply chain.

This document articulates The Platform’s vision, strategic priorities and core

About SAI Platform - Australia

The Platform is a unique association, entering its tenth anniversary of operation, that brings together key players from across the Australian supply chain to share ideas and improve sustainability outcomes, with the same intent as the global platform, that is, people, profit and planet.

This diversity of players, including primary producers, processors, manufacturers, retailers and service advisors, is a key differentiator of the Platform in Australia. Members come together to share collective knowledge in a pre-competitive environment.

The Platform creates a range of opportunities for its members:

- It provides opportunities to improve and innovate across the supply chain and through members' value chains.
- It identifies common themes that the group works together to impact.
- It enables constructive dialogue where members with differing views come together to debate and learn from each other
- It provides opportunities for collaboration.

This strategy will shape our activities for the next three years and lays the foundation to deliver sustainability outcomes in Australia and globally – making a difference to the future of agriculture in Australia.

SAI Platform - Australia Strategic Priorities

Vision

Implement secure and thriving agricultural supply chains and protect the earth's resources through widespread adoption of sustainable practices that deliver value to our members, farmers, farming communities and consumers

Strategic Priorities

1) FACILITATE
SUSTAINABILITY
LEARNING AMONG
MEMBERS

2) PROMOTE
SUSTAINABILITY
PRACTICES AMONG
MEMBERS, FARMERS
AND OTHER
STAKEHOLDERS

3) BUILD
PARTNERSHIPS AND
ALLIANCES TO
IMPLEMENT
SUSTAINABLE
PRACTICES ALONG
THE SUPPLY CHAIN

Activities

Link to Global SAI Platform and apply in Australian Context

- > Regularly share member experiences
- > Synthesis information on key themes from across the globe relevant to sustainable agricultural practice
- > Host and participate in sustainability focused events

Link to Global SAI Platform and the apply in Australian Context

- > Communicate member & industry sustainability initiatives & lessons learned
- > Pilot sustainability-related initiatives
- > Communicate the SAI – Australia Platform Sustainable Agricultural Supply Chain Guidelines

Link to Global SAI Platform and apply in Australian Context

- > Identify and develop priority partnerships
- > Become the recognized industry voice on Sustainable Agriculture

Aligned to UN Sustainable Development Goals

Life on Land; Life below Water; Climate Action; Zero Hunger;

Clean Water and Sanitation

The three strategic priorities work together to advance improvements in sustainability practices by facilitating their uptake for the benefit of Australian communities, environment and businesses.

Activities to deliver against each priority are described in the SAI Platform – Australia Operational Plan. The scope and scale of the activities undertaken will be identified annually, and captured in the Plan. It is the responsibility of members to engage, lead and participate in the development and delivery of these actions and initiatives.

1. FACILITATE SUSTAINABILITY LEARNING AMONG MEMBERS

The Platform provides a forum for members to share knowledge, networks and experiences within their own businesses and in adjacent businesses along the value chain.

This priority creates opportunities for Platform member organisations to learn from each other and leverage effort to build common knowledge.

The Platform will:

- Provide opportunities for members to share experiences
- Synthesise information on key themes that may impact agricultural sustainability for members on a regular basis
- Host and participate in discussions, events, forums and workshops to build knowledge for both individual member representatives and organisations
- Actively engage with the SAI Global Platform for mutual benefit

Knowledge generation, synthesis, translation and communication can require considerable resources. The Platform will develop a practical and targeted approach to knowledge building annually and will incorporate active knowledge sharing within the day-to-day operations of the organisation.

The Platform is not seeking to be the knowledge facilitators for all aspects of sustainable agriculture, but rather it aims to identify key themes and issues and focus on effectively collating, reviewing and synthesising information in specific areas for members and key stakeholders.

The Platform enables the formation of a community of practice and further develops the skills, experiences and confidence of members in sustainability.

2. PROMOTE SUSTAINABILITY PRACTICES AMONG MEMBERS, FARMERS AND OTHER STAKEHOLDERS

The Platform aspires to be a leader in encouraging the adoption of improved sustainable agriculture and supply chain practices across the value chain. The Platform aims to leverage the unique capability represented in its cross-value chain membership to achieve its aims.

This strategy encourages members to draw out opportunities and lessons from existing or previous sustainability approaches from their own organisation's experiences and from observing international and domestic examples and share those lessons more broadly.

It identifies ways to recognise and promote good practices and where relevant adopt improved practices and options within their own businesses. The Platform provides the forum for shared learning on current practices and trends that will drive changes to sustainability requirements into the future.

The Platform will:

- Communicate learnings on sustainable agriculture and the supply chain
- Promote the adoption of new practices to enhance sustainability outcomes
- Communicate and promote adoption by members of the SAI Australia Platform Sustainable Agriculture Guidelines.

This strategy will benefit the Platform members and their supply chains but it also has the potential to influence the broader public, consumers, governments, international partners and researchers.

3. BUILD PARTNERSHIPS AND ALLIANCES TO IMPLEMENT SUSTAINABLE PRACTICES ALONG THE SUPPLY CHAIN

The Platform has a diverse membership creating opportunities for partnerships and alliances domestically and internationally that can improve, or fast track, sustainability outcomes.

The Platform will bring together global and domestic networks and partners for specific sustainable agriculture outcomes. The opportunities that can be created from partnerships and alliances in leveraging effort, resources, funding and influence has significant potential. Each year The Platform will identify key areas that it will target to build partnerships and alliances and help drive positive changes in sustainability in the food and beverage sector.

Where there are common information gaps or future knowledge needs, the members will partner with other stakeholders to fill these gaps or drive research in these areas.

The Platform will:

- Build greater collaboration among members and pilot sustainability related technologies and initiatives
- Partner with relevant organisations driving sustainability practice change through a targeted and strategic approach
- Play a role as the connector between the research community and the practical market application of information and new technologies
- Identify funding sources to help the Platform undertake key projects that seek to improve sustainability outcomes.

Operational plan for 2017

Strategic Priority 1) Facilitate sustainability learning among members

Activity	Desired Outcome	Action	Accountability and measures of success	Timing
1.1 Sustainability meetings, Forums, presentations and Site visits	Members receive first-hand information on sustainability initiatives in Australia and globally through meetings, Forums, site visits and presentations from members and external experts to improve members' understanding and assist in developing further initiatives individually and collectively	<p>Investigate opportunities to revise meetings structure (fewer/longer, physical/electronic, regional focus)</p> <p>Undertake site visits to non-members</p> <p>Undertake Forums targeted to deepen members' understanding of specific issues and produce materials for webinars, website content marketing and other dissemination</p>	Management Committee	From first meeting 2017
1.2 Identify and review key sustainability issues	Members identify issues of relevance and share perspectives, in turn generating common action	<p>Align with key UN Sustainable Development Goals as the relate to sustainable agriculture i.e. life on land; life below water; zero hunger; clean water</p> <p>Undertake review of how members map their activities against the SDGs</p> <p>Investigate potential for Science Based Targets as mechanisms for enhanced achievement of SDG goals</p>	Management Committee	Ongoing
1.3 Deepen engagement with SAI Global Platform for mutual benefit to create a true partnership	Members to benefit from two-way relationship which provides unique Global Platform access as an entrée to global developments	<p>More systematic engagement and participation by Chapter representative in Global Platform activities</p> <p>Develop strategy to participate in SAI General Assembly (China April 2017)</p>	Management Committee	2017

1.4 Develop and implement Membership Services Initiative to more accurately meet members needs and expand member base	Targeted provision of services to members and expansion of membership base to fill supply chain coverage gaps	Undertake enhanced Membership Services Initiative to include: <ul style="list-style-type: none"> • Monthly newsletter • Use of website content marketing to provide a third party Platform for members to disseminate material on their sustainability initiatives 	Management Committee	2017
1.5 Plan and cascade learnings from sustainability focused events	Information on participation by members in Platform meetings, activities undertaken and issues canvassed by Platform in the previous year to be collated and disseminated	Platform to prepare an Annual Report including information on attendance and participation by members in Platform activities, and issues canvassed in Platform activities	Coordinator	For approval at AGM

Strategic Priority 2) Promote sustainability practices among members, farmers and other stakeholders

Activity	Desired Outcome	Actions to be taken	Accountability and measures for success	Timing
2.1 Communicate learnings on sustainable agriculture	Improved recognition of the SAI –Platform & members' achievements in sustainable practices	The creation of a Media Plan and resourcing to maximise leverage of from collaborative projects, case studies, Forums and other Platform activities	Management Committee and one or more members given responsibility	February 2017

2.2 Review, communicate and report on the uptake of SAI – Australia Platform Guidelines	Enhanced awareness and implementation of Guidelines	Review the Guidelines and separate them from Self Assessment System	Management Committee	2017
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Communicate more widely that new Platform members are required to endorse the Guidelines

Implement shared learnings by members from the guidelines including by summarising members sustainability activities against the Guidelines for reporting in the Platform Annual Report

2.3 Promote the adoption of new practices by making tools developed by the SAI Global Platform available	Members have substantive understanding of potential benefits and implications from Global Platform tools	Members to be given access to information and experiences about tools developed by the Global Platform including through updates being provided thorough monthly newsletter, webinars and other mechanisms	Management Committee	2017
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Strategy 3) Build partnerships and alliances to implement sustainable practices along the supply chain

Activity	Desired Outcome	Actions to be taken	Accountability and measures for success	Timing
3.1 Develop collaborative projects between members, and where appropriate in partnership with relevant organisations and institutions	Collaborate internally and build partnerships externally for projects that generate benefits for Platform members and more broadly	<p>Members to identify an increased number of collaborative projects</p> <p>Undertake a member project workshop to identify entirely new initiatives or projects which individual members already have planned in which others might participate</p> <p>Leveraging the Supporters Group to identify potential project opportunities</p> <p>Projects to be considered as areas of focus include:</p> <ul style="list-style-type: none"> • Awareness of disruptive technologies including business models • Climate adaptation sharing strategies • Water Stewardship projects • Economic sustainability and costs/benefits of sustainable agriculture • Food waste from farm to consumer 	Management Committee	2017

3.2 Play a role as connector between the research community and the practical market application of information and new technologies

SAI & its members are recognised for their contribution to linking research and the marketplace

Bring researchers together with the Platform to address issues and develop initiatives such as Forums, projects, and webinars

Management Committee

2017

Measuring value and achievements

Key Performance Indicators – SAI overall

- Member participation in meetings, workshops and other initiatives
- Measure value generated for Platform stakeholders through the Platform's communications system
- Measure organisational health of the Platform using indicators to be developed

1) Facilitate sustainability learning among members

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3) Build partnerships and alliances to implement sustainable practices along the supply chain

Key Performance Indicators

- Meetings structure revamped
- Monthly newsletter produced
- Publish the first four case studies and two additional studies in 2017 as part of the web content marketing initiative
- Hold at least one Forum that brings together researchers dealing with one Strategy Plan focus area of direct relevance to members

Key Performance Indicators

- Members to obtain an improved understanding of what others are doing in sustainable agriculture in areas of focus in the Strategy Plan
- Platform sustainability guidelines to be reviewed
- summarise members' sustainability activities against the Guidelines for reporting in the Platform Annual Report

Key Performance Indicators

- Hold project workshop which enables members to better identify one or more collaborative project opportunities for 2017 in areas of focus in the Strategy Plan
- Have regular engagement with the Supporters Group that identifies one or more project opportunities for 2017