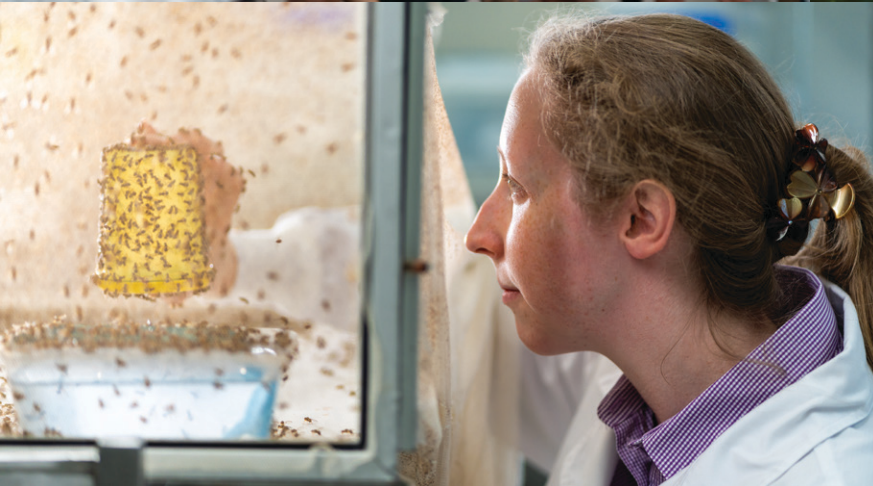


Hort Innovation's stakeholder engagement and consultation framework



Hort Innovation advances Australia's \$16.3 billion horticulture industry by investing in research and development, marketing and trade to build a prosperous and sustainable future for growers.

We partner with Australian and international co-investors including government, leading science, technology, and consumer strategy experts to anticipate future challenges and opportunities.



In December 2021, the Australian government released the Best Practice Guide to Stakeholder Consultation for Hort Innovation and Guidelines for Statutory Funding Agreements. This document outlines Hort Innovation's stakeholder engagement and consultation framework in accordance with these Guidelines and defines our approach to consultation, the mechanisms used and consultation activities.

Hort Innovation Strategy 2024-2026

The Hort Innovation Strategy 2024-2026 sets out our priorities and commitments to the industry, as well as how we can perform better as a team.

The Strategy was informed by conversations and formal consultation with growers, delivery partners and Peak industry Bodies and sits alongside industry-specific Strategic Investment Plans developed and executed in partnership with industry stakeholders and advisers.

Hort Innovation Strategy 2024-2026



OUR VISION

A prosperous and sustainable Australian horticulture industry built on innovation

OUR STRATEGIC IMPERATIVES

Enhance and safeguard supply

- PRIORITY 1.1** Lead world-class innovation to ensure Australian horticulture is globally competitive
- PRIORITY 1.2** Partner with industry on their sustainability priorities and research needs to support social and environmental stewardship
- PRIORITY 1.3** Excel in breakthrough research to strengthen industry's readiness for existing and emerging opportunities and threats
- PRIORITY 1.4** Collaborate with industry to bolster resilience and future-proof supply chain disruptions

Accelerate local and global demand

- PRIORITY 2.1** Access and expand high-value markets to deliver profitability and sustainability for industry
- PRIORITY 2.2** Drive consumption through high-impact, evidence-based domestic and export marketing campaigns
- PRIORITY 2.3** Deliver valuable data and insights that transform decision making
- PRIORITY 2.4** Advance solutions to reduce and utilise waste to deliver new revenue streams for growers

Maximise and diversify investments

- PRIORITY 3.1** Partner with industry to deliver Annual Investment Plans ensuring industry levy-funded projects deliver impact at scale
- PRIORITY 3.2** Build strategic partnerships to deliver bigger, bolder investments in innovation for Australian horticulture
- PRIORITY 3.3** Create a flexible investment framework attracting new partners and alternative funding resources

Make the culture thrive

- PRIORITY 4.1** Collaborative and customer focused
- PRIORITY 4.2** High performance, inclusive culture
- PRIORITY 4.3** Empower our people
- PRIORITY 4.4** Invest in industry capability

OUR ROLE

We advance Australia's \$16 billion horticulture industry by investing in research and development, marketing and trade to build a prosperous and sustainable future for growers.

We partner with Australian and international co-investors including government, leading science, technology, and consumer strategy experts to anticipate future challenges and opportunities.

Our role is to capture value from the investments we make to benefit all levy payers.

OUR GOALS

- ✓ **Foster collaborative relationships** – stakeholder engagement > 60 per cent
- ✓ **Strong teamwork and shared purpose** – employee engagement > 70 per cent
- ✓ **Deliver real impact for growers** – Benefit Cost Ratio > 5:1
- ✓ **Live our values** – focus on our customers and innovation
- ✓ **Satisfaction with service** – partner and member rating > 60 per cent
- ✓ **Execute for industry** – Strategic Investment Plans delivered on time and on budget
- ✓ **Help grow value** – preference for Australian horticulture in key markets
- ✓ **Be ambitious** – 100 per cent annual investment target and attract new partners

OUR GUIDING VALUES

- ✓ We are focused on the future
- ✓ We work as one team
- ✓ We act with respect and integrity
- ✓ We make a positive difference

Hort Innovation
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Stakeholder engagement principles – our commitments



Transparent

We communicate expectations and methodology in advance of consultation.

We conduct consultation via a range of channels and forums to accommodate the industry's varying needs.

We are clear about how feedback has been considered and incorporated.

Accessible

We strive to build enduring and trusted partnerships through all our interactions.

We seek to listen, understand and respond to our stakeholders in a timely manner.

We ensure that resources and services are accessible as appropriate.

Straightforward

We are honest.

We are professional, courteous, and respectful.

We are clear and concise in our communication.

Well-planned

We focus on delivering efficient, effective outcomes for growers.

We are mindful of stakeholder availability when it comes to consultation.

We provide information in summary and extended formats to suit the varying needs of our stakeholders.

Fit for purpose

We seek to be flexible to the evolving needs of industry.

We deploy a range of consultation methodologies to suit the situation and meet industry expectations.

We are flexible, particularly regarding industry's seasonal demands.

Responsive

We support our stakeholders as promptly, completely, and accurately as reasonably possible.

We focus on continuous improvement, especially when delivering value for growers.

We listen and learn from industry feedback on our performance.

Engagement mechanisms and communications channels

Strategic Investment Plans

The 2022-2026 Strategic Investment Plans (SIPs), developed in consultation with industry, lay the foundation for decision-making in levy investments and represent the balanced interests of the industry from which the levy is collected.

Annual Investment Plans

Annual Investment Plans (AIPs) explain how levy funds are invested over a 12-month period and include funding availability for each industry, current investments across research and development and marketing, and reporting on how each industry is investing against its SIP outcomes.

Advisory mechanisms

Fit for purpose advisory mechanisms such as investment advisory panels and committees, project reference groups, use of advisory networks, and a wide range of independent sources of advice.

Industry events

Industry events and conferences including the PIB Forum, strategic meetings with levy payers, commodity Peak Industry Bodies and issues-based interest groups.

Communication channels

Communication channels owned by Hort Innovation include:

- Company website, webinars and social media channels (Facebook, LinkedIn, X, YouTube)
- Electronic direct mail including Growing Innovation and Impact Update
- Media releases generating TV, print, radio and online coverage
- Annual Report, Fund Annual Reports and project summaries
- Grower & Partner Survey – annual quantitative research with growers, Peak Industry Bodies and delivery partners.



Key stakeholders

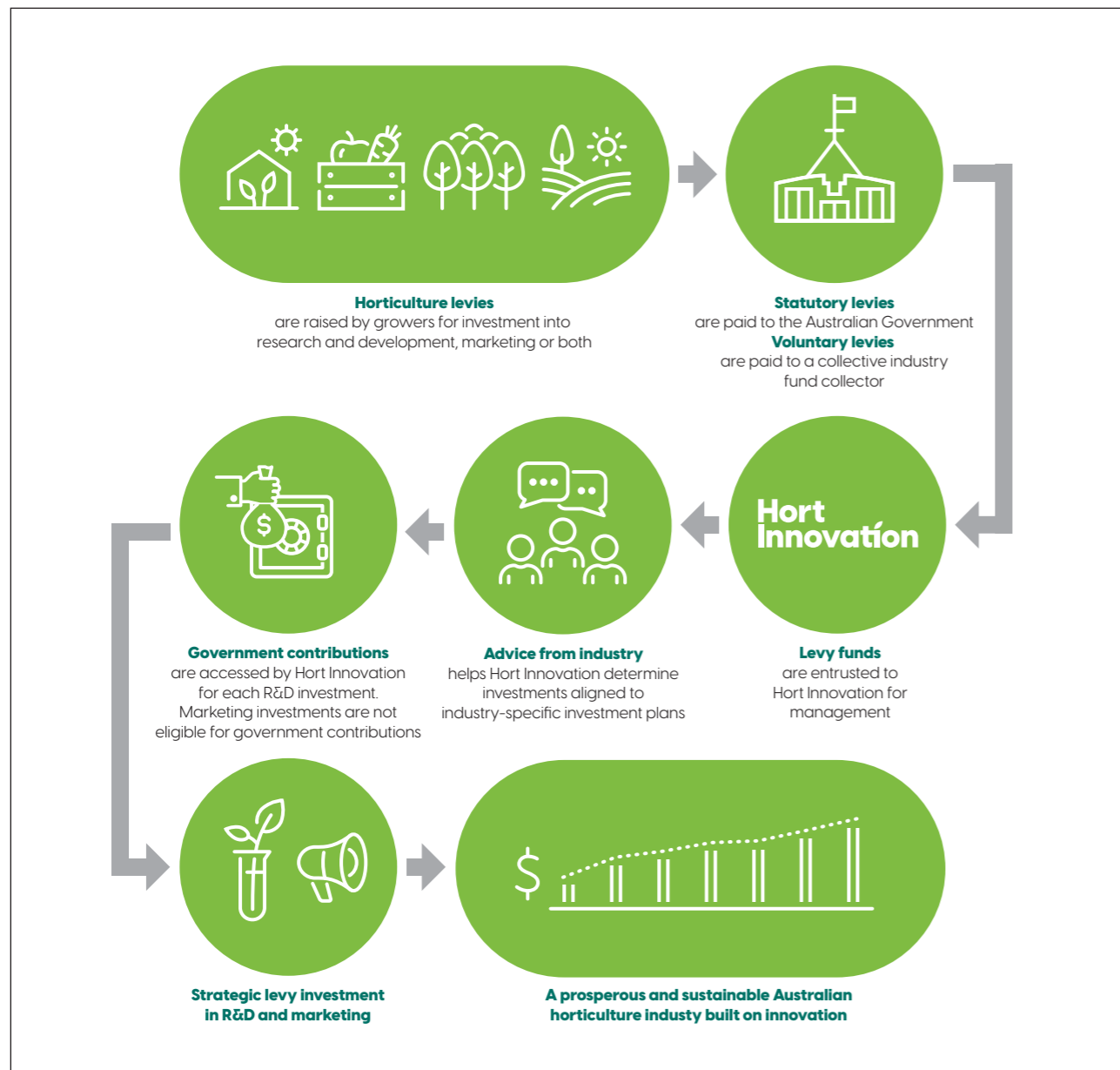


Hort Innovation works with a wide range of partners to deliver results for the horticulture sector.

Growers, including regional and state-based grower groups across the country	Our project delivery partners	The Australian Government, through the Department of Agriculture, Fisheries and Forestry (DAFF)	Horticulture representative bodies, including commodity Peak Industry Bodies and other groups
The wider research community in Australia and overseas			Supply chain participants and partners, such as retailers and Fresh Markets Australia
Australia's other Rural Research and Development Corporations, including initiatives led by AgriFutures such as growAG and Emerging National Rural Issues (ENRI)			Trade partners, such as Austrade and the Australian Horticultural Exporters' and Importers' Association
Collaborative initiatives, such as the Plant Biosecurity Research Initiative and National Horticulture Research Network	Associations relevant to horticulture, such as the International Fresh Produce Association and the Australasia-Pacific Extension Network	Industry agencies, such as Plant Health Australia and the government's Cooperative Research Centre network	Co-investors in our research, particularly through Hort Frontiers

How the Australian horticulture levy system works

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Our values

- 🌱 **We are focused on the future**
- 🌱 **We work as one team**
- 🌱 **We act with respect and integrity**
- 🌱 **We make a positive difference**



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