

Consultation Plan

for the development of the CRDC 2023-2028 Strategic Plan

Introduction.

The Cotton Research and Development Corporation (CRDC) leads investment in cotton research, development and extension (RD&E) for the Australian cotton industry. A partnership between the Australian Government and cotton growers, CRDC exists to invest in, and deliver outcomes from, world-leading RD&E to benefit Australia's dynamic cotton industry and the wider community.

We invest in innovation and transformative technologies to deliver impact, and as an organisation we are ambitious, agile, and adaptive.

Cotton is a major contributor to the economic, environmental and social fabric of rural Australia. The industry's national exports generate an average of \$1.9 billion in annual revenue, and the industry is a major employer in rural and regional communities.

Despite prolonged dry seasonal conditions across many of the cotton growing valleys, and the challenges associated with COVID-19, the industry continues to go through a period of geographic growth. The industry continues to expand from its predominant growing base in New South Wales (NSW) and Queensland (QLD) into northern Victoria (VIC), the Northern Territory (NT) and Western Australia (WA).

RD&E and its resulting innovations are a key driving force behind our industry's continued success, and CRDC's purpose is to power the success of Australian cotton through this world-leading RD&E.

This RD&E investment is governed by a five year Strategic R&D Plan. The development of the new CRDC Strategic R&D Plan, for the period 2023-2028, is underway.

Purpose.

The purpose of this Consultation Plan is to outline the approach that CRDC is taking in consulting and engaging with stakeholders in relation to the development of the new Strategic RD&E Plan.

The CRDC Strategic R&D Plan 2023-28 will guide all CRDC investments in cotton research, development and extension (RD&E) over this period, in line with the Cotton Sector RD&E Strategy and the industry and Government priorities.

As detailed in this plan, a series of consultation and engagement activities will be undertaken throughout 2022 and 2023, to seek stakeholder input and feedback. The information gathered during this consultation will be used to inform the development of the CRDC Strategic RD&E Plan, including the objectives, target outcomes and measures of success.

The purpose of the industry consultation is fourfold:

1. Providing context and coordinating approaches: Facilitating a discussion of the future direction of the Australian cotton industry that can help inform and align organisational strategic planning within the sector.
2. Providing opportunity for grower input to overall industry strategic direction: Providing

every grower with the opportunity to contribute to the strategic direction of the industry, CRDC, and the CottonInfo extension program.

3. Providing opportunity for other stakeholders input to CRDC’s strategic direction: Providing CRDC’s key government, industry and research stakeholders with the opportunity to contribute to the strategic direction of CRDC.
4. Providing input into the CRDC Strategic RD&E Plan: Enabling shared expectations between CRDC and its grower stakeholders in contributing to the development and approval of CRDC’s new five year Strategic RD&E Plan 2023-28.

Stakeholders.

CRDC will work collaboratively with its stakeholders in the development of the Strategic RD&E Plan. Through the consultation and engagement activities, CRDC will engage with:

- Australian cotton growers;
- Cotton Australia, the Cotton Australia research advisory panels and Cotton Grower Associations;
- The Department of Agriculture, Water and the Environment and the Minister for Agriculture and Northern Australia;
- The Cotton Innovation Network and the Australian Cotton Industry Forum;
- Cotton research partners, including CSIRO, the NSW Department of Primary Industries, the Qld Department of Agriculture and Fisheries, universities and the private sector;
- Other industry bodies and partners, including CSD, CottonInfo, Crop Consultants Australia, the Australian Cotton Shippers Association, and the Grains Research and Development Corporation.

Consultation process.

Consultation activity	Scope of consultation and engagement	Timing
Horizon scanning workshop	A horizon scanning workshop with stakeholders from across the cotton supply chain, providing a focused look at the environment in which the Australian cotton industry operates and future threats and opportunities.	Sep 2021
Scenario planning workshop	A scenario planning workshop with CRDC Board and management to identify possible future scenarios, generate an environmental scan, and identify key trends and drivers for the Australian cotton industry.	Nov 2021
CRDC’s proposed strategic direction determined	Incorporating the scenario planning and strategy workshop outcomes, and the results from the initial engagement with stakeholders, CRDC team determines CRDC’s proposed strategic direction: intent, outcomes, impact.	Feb-Mar 2022
Key program areas identified and developed	Utilising the overarching strategic direction to develop the proposed key program areas via a systems innovation approach.	Apr-May 2022

Strategic planning feedback from stakeholders	Strategic planning discussions with key CRDC stakeholders (Cotton Australia, CottonInfo, Department, industry) to test the strategic direction and program areas	Jun-Aug 2022
Draft Strategic RD&E Plan developed	Development of the first draft of the Strategic Plan, incorporating the strategic direction of the Board, and the feedback, advice and input of stakeholders. Commence development of implementation plan, and alignment of procurement process and M&E framework.	Sep-Nov 2022
CRDC Board reviews draft Strategic RD&E Plan	CRDC Board reviews first draft of Strategic Plan.	Nov 2022
Stakeholders provide feedback on draft Strategic RD&E Plan	Cotton Australia reviews draft Strategic Plan, and consults with its members and advisory panels to provide feedback to CRDC.	Nov-Dec 2022
Engagement with cotton growers and researchers	In person and online engagement with cotton growers and researchers.	Nov-Feb 2022
Engagement with other stakeholders	In person and online engagement with key stakeholders.	Nov-Feb 2022
Strategic RD&E Plan finalised	CRDC management finalises Strategic RD&E Plan	Jan-Mar 2023
CRDC Board ratifies final Strategic RD&E Plan	CRDC Board formally reviews and endorses Strategic Plan.	Mar 2023
Cotton Australia Board endorses final Strategic RD&E Plan	Cotton Australia Board endorses Strategic Plan.	April 2023
Commonwealth approval of Strategic RD&E Plan	Submission of Strategic RD&E Plan to Minister and Department	April 2023
CRDC Strategic RD&E Plan published	Publication of Strategic RD&E Plan on CRDC website, circulation of Plan to key stakeholders.	May-Jun 2023
Plan officially launched	Launch of Plan with CRDC Board, Minister and Cotton Australia	June 2023
Implementation	Implementation of the CRDC Strategic RD&E Plan commences	July 2023



Consultation timeline.

	2021				2022												2023					
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
CRDC Management	Horizon scanning & scenario planning workshops (with Board)				Determine proposed strategic direction (with Board)			Develop key program areas			Develop draft Plan						Finalise Plan			Plan published		
CRDC Board	Horizon scanning & scenario planning workshops (with management)				Determine proposed strategic direction (with management)			Finalise key program areas			Review draft Plan						Board ratifies Plan					
Key stakeholders	Commence engaging cotton growers, researchers, other key stakeholders				Seek feedback on proposed strategic direction			Seek feedback on draft Plan. Consult with cotton growers and research partners						Cotton Australia and Ministerial review of Plan								

Further information.

For further information regarding CRDC’s Strategic RD&E Plan consultation, please contact: Ian Taylor, Executive Director: ian.taylor@crdc.com.au.