

# SHIFt – Strategic Horticulture Investment Framework

## Q&A

### What is this program and why are we doing it?

The Strategic Horticulture Investment Framework (SHIFt) is a program of work to be undertaken during 2025 and 2026, in advance of the expiry of the current industry-based Strategic Investment Plans (SIPs) on June 30, 2026.

SHIFt aims to simplify and streamline strategic investment planning and reporting, so that we can achieve greater impact for growers, and make the plans clearer and easier to use.

### Why do we need a new framework?

The current framework is centred around a five-year horizon for each SIP, and a siloed approach to industry-based investment planning.

While these are a useful way to map investments to levy funds, a more flexible and ambitious planning approach has the potential to capture new opportunities for impact.

Issues with the current system were part of the discussion with Peak Industry Body (PIB) leaders at the PIB Forum in July 2024, and Hort Innovation team members were also consulted during 2024.

This has resulted in a summary of issues set out in the Discussion Guide (section headed 'Observations on the current SIPs').

### What are the three stages of the SHIFt program and why are they separate?

We are tackling this program in three distinct stages:

- Investment framework – the planning model, structure, horizon, coverage/domain and governance;
- Investment plan content – the priorities, activities, projected outcomes and measures that will become investments;

- User needs and tools – exploring the full range of industry participants who might use the plans, and building digital-first light touch processes and systems to serve those needs.

### What changes do we expect?

Given the issues identified with the previous SIPs, it is unlikely that this process will result in 37 static industry-based SIPs.

We strongly encourage all industry participants to consider a more creative and impact-focused approach to the investment framework. This may include greater cooperation across industries, a different timing horizon, or some mechanism for 'mid-term' review.

### Who will be involved with the consultation on the framework?

We are inviting the broadest possible range of views in relation to the development of the new planning system.

Initially, this will involve all PIB leaders, key delivery partners, interested growers and Industry Representative Bodies (IRBs), as well as individual advisers – especially members of Strategic Investment Advisory Panels, project evaluation panels and Project Reference Groups.

### Who will be involved in the development of the content of investment plans?

Once we get beyond the framework stage, we expect the circle of consultation on investment options and priorities to broaden.

We will proactively seek input from grower enterprises, the supply chain, perspective partners, policy makers, institutional and independent researchers, agronomists and advisers.

We will also collate the views of industry experts on the most valuable investment priorities they see in their areas of specialisation.

## What scope is there for PIBs to be involved?

PIBs have three key roles in this program:

- As representatives and advocates of their grower members, PIBs represent their industries' interests and help connect us to a wide range of growers
- As delivery partners undertaking R&D and marketing work, PIBs are key users of the SIPs
- As industry communications and events delivery partners, PIBs provide the channels and forums for us to inform, engage and seek industry feedback.

## Will the new framework align with PIB strategic plans?

A relatively small number of PIBs have published their own strategic plans.

Alongside member-servicing, advocacy and other objectives, some PIBs have worked to identify investment priorities for their industries. We would seek to incorporate that work into the design and consultation process.

## What happens next?

- Communications will be regular, including emails and webinars to support understanding of the issues raised in the Discussion Guide
- Consultation meetings will be arranged with industry leaders to step through the Discussion Guide, hear and generate new ideas
- Formal responses from industry are open until May 4, 2025
- Publication of a Consultation Report summarising the results of this first stage of work is expected by June 30, 2025.

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