FORWARD

The Central Regional Sugar Group, are delighted to present the Mackay Isaac Whitsunday 30 Year Sugar Industry Strategy 2015-45 for our region that sets the course for our great industry.

Delivering on the strategic goals in this 30 Year Strategy will not be easy. Its publication is just the first step on the road. However, for the first time we have a long-term plan and the Central Regional Sugar Group will focus, strive and advocate with a single purpose to deliver on our vision.

Paul Schembri
Chairman, Central Regional Sugar Group

OUR VISION

Producing multiple products from sugarcane combining worlds’ best practice, environmental responsiveness and global competitiveness

OUR MISSION

The MIW sugar industry grows sugarcane to produce raw and refined sugar as well as a range of by-products including steam, electricity, biofuels and base chemicals. Our primary markets for raw and refined sugar are developing nations where sugar consumption is rising, whereas our domestic markets are supplied with refined sugar and electricity. Bio/base chemical production and biofuels are anticipated for both domestic and international markets. CRSG is committed to doubling production by value and further diversifying revenue streams in a sustainable manner by 2045, mindful of our proximity to the Great Barrier Reef and the communities in which we operate.
EXTERNAL CHALLENGES

- Changes to the Renewable Energy Target
- Biosecurity and the cost of protecting sugarcane from pests and disease
- Biofuels policies in competitor markets (Brazil, Thailand, India, Philippines)
- Poor/lacking domestic biofuels policy
- Water – access, cost, storage and distribution/location
- Treatment and release of waste water
- Urban encroachment and lack of industry involvement in town planning
- Road transport infrastructure inadequate in some areas, and encroaching on buffer zones
- Easements and right of access to transport cane on new rail tracks that run through private farms
- Price competition from international low cost producers
- Volatile price of sugar and the high Australian dollar
- Competition from Thailand, who has a similar freight cost advantage to Australia, in Asian markets
- Australian based food and beverage manufacturers favouring cheapest source of sugar
- Vulnerability to labour competition from other industries (e.g. mining)
- Having to pay for sunk infrastructure multiple times (e.g. water)
- Obtaining and maintaining a social licence to operate
-Declining sugar consumption in developed countries
- New growing areas use the latest technology and automation lowering cost of production
- Potential for the introduction of genetically modified sugarcane
- Health and welfare of the Great Barrier Reef
- Vulnerability to extreme climate events and changing climatic conditions

INTERNAL CHALLENGES

- Need for cost efficiencies to drive further vertical integration
- Attracting, developing and retaining talent to the industry / knowledge and skills
- Compete for labour with other industries
- Lack of industry training programs
- Amount of unpaid family labour at the grower level
- Protection of good quality agricultural land from other farming uses
- Insufficient use of sugarcane land
- Poor availability of ideal land for sugarcane growing
- Availability of capital for reinvestment and expansion
- High capital cost of plant and equipment
- Extension and take up of new technology by farmers
- Improving the financial sustainability of sugarcane farming
- Increasing the size of the farming unit to achieve economies of scale
- Financial capacity of farmers to invest in technologies that improve productivity and quality
- High cost of irrigation, including the cost of electricity and water
- Adverse environmental sustainability perceptions of sugarcane growing practices

STRATEGIC THEMES, GOALS, TARGETS & STRATEGY
OUR VALUES

Our values are:

- Focus on the end customer.
- Co-ordination and co-operation between industry participants.
- Financial and environmental sustainability throughout the supply chain.
- Commitment to research and development.
- Credibility, integrity and professionalism.
- Open and effective communication with government.
- Community consciousness.

IMPLEMENTATION

The implementation of the MIW 30 Year Sugar Industry Strategy and demonstrated progress towards the strategic goals annually is important to demonstrate industry commitment and credibility towards achieving the MIW sugar industry's vision. The Central Region Sugar Group to develop an action plan (short, medium and long term) and business case for projects to deliver on the strategies and meet the targets.

The MIW 30 Year Sugar Industry Strategy should be subject to minor review and adjustment every 2-3 years and a major review every 5 years to ensure it remains relevant to changing circumstances.

CONTACT

Details