



CANEGROWERS



Sugarcane BMP Communication and Engagement Strategy



This project has received
funding support from the
Department of Environment
and Heritage Protection.



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Introduction

The Sugarcane BMP program will see CANEGROWERS develop an industry wide best practice system for sugarcane growing in Australia.

The intent of the CANEGROWERS BMP Communication and Engagement Strategy to provide CANEGROWERS with a 2-year strategic direction for promoting the project's products and services to a range of key stakeholder groups.

Communication and Engagement Issues

The strategy identifies:

- Effective communication networks;
- Information exchange; and
- Effective involvement.

It focuses on a flexible and effective communication and engagement strategy that is supported by performance monitoring and evaluation, to ensure the strategy remains contemporary and relevant for the life of the project.

The communication and engagement tools have been developed and localised to ensure it effectively engages the target audiences.

Issues raised through a SWOT Analysis have been addressed by aligning strategies with the current CANEGROWERS communications strategy.

A comprehensive activity schedule and monitoring program are detailed in the strategy to ensure a coordinated approach to all communication and engagement activities.

Communication and Engagement Strategies

The underlying strategy for the Sugarcane BMP Communication Plan is to identify existing communication and engagement methods and build on these at a local, regional and statewide level to ensure messages are accessible and meaningful. This campaign will assist growers and other key stakeholders to build on their understanding of the Sugarcane BMP program to ensure the uptake of the range of BMP tools available, by Queensland sugarcane growers.

Strategies include:

- Building on current communication networks;
- Improving information exchange;
- Managing effective involvement of stakeholders;
- Encouraging consultation; and
- Monitoring and evaluation to ensure the communication plan remains flexible and responsive to its target audience.

Implementation

The Sugarcane BMP team will work closely with CANEGROWERS communications and administration team and, where appropriate, the Department of Environment and Heritage and Protection in the delivery of the strategy. External consultants will also be engaged as required to achieve the overall marketing and communication activities.

1. SITUATION ANALYSIS

This Sugarcane BMP Communication and Engagement strategy aims to:

- Identify specific Queensland target markets key to BMP's implementation ;
- Analyse the needs of these target markets through a SWOT analysis;
- Define strategies and actions to promote BMP during the 2-year capacity building phase (2013-14);
- identify guiding principles that will affect the presentation and involvement of other stakeholders in all identified marketing and communication tools;
- Present a Queensland events calendar incorporating opportunities for BMP activities and initiatives;
- Develop a list of recommended BMP products and communication tools;
- Monitoring points will be implemented for all activities and initiatives to ensure an effective evaluation of the communication and engagement plan undertaken throughout the life of the project.

1.1 Product Definition

In recent years, the Australian and Queensland Government have initiated a substantial program of environmental reforms across Queensland. From incentive based programs such as Reef Rescue program to the introduction of environmental regulations which proved unpopular with growers who strongly believe that best practice should be developed by the industry, leading scientists, agronomists and farmers for the best results.

With 80% membership of sugarcane growers, CANEGROWERS is best placed to access and build the capacity of growers to achieve current best industry standard. With 14 office locations located in every major cane growing area and local, state and national links to industry stakeholders, it also has strong links to the 20% of growers who are currently not members.

The intent of the Sugarcane BMP Communication and Engagement strategy is to promote the BMP to all key stakeholder groups and ultimately maximise the uptake of the BMP tools by Queensland cane growers.

1.2 Linked Documents

In 2012, CANEGROWERS produced a Strategic Plan for the industry which outlined the need for development of systems to minimise the cost of production for growers and to assist them with meeting their environmental obligations.

This Strategic Plan is at the core of the CANEGROWERS Corporate Communication Plan, which provides a framework for the marketing of the organisation and includes all areas of the peak body's operations, including the Sugarcane BMP program.

2. SWOT ANALYSIS

The following tables identify strengths, weaknesses, opportunities and threats associated with marketing the Sugarcane BMP program throughout Queensland.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> CANEGROWERS has a strong name, effectively representing Queensland sugarcane growers for 85 years. 	<ul style="list-style-type: none"> The sugar industry is awash with information, messages and priorities competing for attention on a daily basis.
<ul style="list-style-type: none"> In Queensland, CANEGROWERS local offices spend up to \$1.5 Billion on Environmental Protection and BMP related projects already. 	<ul style="list-style-type: none"> Not all stakeholders – particularly the community - realise that environmental protection has such a strong priority in sugarcane growers’ day-to-day activities.
<ul style="list-style-type: none"> Strong communication networks already established through CANEGROWERS. 	<ul style="list-style-type: none"> IT equipment is still being rolled out in some regional areas where internet connected computers are shared by many people rather than on a person per computer basis as seen in most populated cane growing areas. This may result in limited access to high-speed internet in some areas.
<ul style="list-style-type: none"> Local CANEGROWERS offices have strong commitment to improving local issues. BMP local issues are therefore well supported. 	<ul style="list-style-type: none"> Local rather than regional issues have priority due to a lack of time, skill and resources.
<ul style="list-style-type: none"> CEO’s are the central contact point when sending information so that an overall understanding of the BMP program is provided and tracked to a key decision maker. 	<ul style="list-style-type: none"> BMP information flow could be stifled if a CEO delays distribution or does not recognise its importance to the whole of the industry.
<ul style="list-style-type: none"> Message of a “triple bottom line” now understood among most Queensland growers, making BMP issues more relevant to them. 	<ul style="list-style-type: none"> BMP is one of many competing issues/interests growers have to consider.
<ul style="list-style-type: none"> Networks already exist within cane communities including land and sea centres, regional NRM organisations, other peak bodies and regional facilitators. 	<ul style="list-style-type: none"> Generally cane communities prefer to deal with established networks, newly established communication channels may prove more difficult and would need to be rigorously planned.
<ul style="list-style-type: none"> Growing presence at industry events and conferences with sustainability issues becoming included in topics of discussion. 	<ul style="list-style-type: none"> Stakeholders may not prioritise attendance at BMP meetings resulting in lost opportunities for receiving the latest information and enhancing networking opportunities.
<ul style="list-style-type: none"> BMP related stories have radio, TV and print interest when pitched to targeted media outlets. 	<ul style="list-style-type: none"> Opportunities will be missed to publicise information through the media if there is a lack of local knowledge about how to pitch this information and whom to pitch it to.
<ul style="list-style-type: none"> CANEGROWERS has a strong communications team to be able to support the production and dissemination of key marketing tools. 	<ul style="list-style-type: none"> Heavy use of the marketing division without forward notice could limit projects or increase the overall project costs by having to use outsourced marketing support.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> CANEGROWERS publication “<i>Australian Canegrower</i>” widely respected by growers and distributed throughout Queensland. CANEGROWERS uses its distribution network to circulate updates from Sugarcane BMP. 	<ul style="list-style-type: none"> BMP competes with a number of other priority issues for inclusion in the <i>Australian Canegrower</i> publication.
<ul style="list-style-type: none"> There is increasing acceptance from stakeholders that outputs are made available on email or through a website and as a paper resource. 	<ul style="list-style-type: none"> Some growers are not currently using online content and may be excluded from information flow through this medium, until it can be shown as a high benefit resource. Paper resources are harder to manage the update process
<ul style="list-style-type: none"> BMP networks are being established across all cane growing regions, with the likelihood of district facilitators being appointed to assist this process. 	<ul style="list-style-type: none"> BMP networks are still in relatively early stages of development.
<ul style="list-style-type: none"> Strong recognition of CANEGROWERS authorised “voice” (the President and Executive Director) for key management and general public information. 	<ul style="list-style-type: none"> Growers unaligned to a grower group (do not pay levy for representation) often do not receive similar level of engagement, and would need to be sought out specifically.
<ul style="list-style-type: none"> Elected representatives receive most information from their people networks and staff. These people are to become prime targets for receiving BMP information. 	<ul style="list-style-type: none"> Growers may be held back by their resistance to “change” if it is incorrectly perceived they have greater BMP responsibilities without funding or capacity building support.
<ul style="list-style-type: none"> The inclusion of a BMP program may increase CANEGROWERS membership and thus have greater communication opportunities offered to them. 	<ul style="list-style-type: none"> It will be important to respect the cultural mix of the sugarcane industry. Champions will need to be carefully selected for their ability to effectively explain issues and capacity to make full use of the resources available to them.
<ul style="list-style-type: none"> Regional issues are also local issues, thus issues that transcend borders will gain great interest if growers recognise importance to their area. 	<ul style="list-style-type: none"> Joint projects between areas will not occur if “parochial” thinking cannot be expanded to consider cross-boundary issues.
<ul style="list-style-type: none"> Existing environmental champions are to be identified in cane areas to become important resources to pass on information in a culturally appropriate and effective manner. 	<ul style="list-style-type: none"> Growers may not have the skill or capacity to act upon the BMP messages if unsupported, particularly in a regional context.
<ul style="list-style-type: none"> Gradual usage and strength of website content will draw more people to this cost-effective “bundled” information solution over the life of the project 	<ul style="list-style-type: none"> Using only a website as the main information source could limit information flow to some growers and stakeholders. A paper version, which is difficult to keep updated, will be needed as part of a phased approach towards web based interface.
<ul style="list-style-type: none"> Messages to be communicated in a number of ways rather than just through one medium to ensure all levels of target stakeholders have access. 	<ul style="list-style-type: none"> Timing of announcements held up in remote areas if postage is slow.
<ul style="list-style-type: none"> Improve grower interest from a local angle using local information so it sparks the interest and action of elected representatives and 	<ul style="list-style-type: none"> Important publicity information lost for want of a local example or case study to spark interest.

STRENGTHS	WEAKNESSES
growers.	
<ul style="list-style-type: none"> All communication will be simple, visual and relevant ensuring that it transcends a range of city/country and literacy skill issues. 	<ul style="list-style-type: none"> Producing documents that are visual and relevant is resource intensive with limited return on the investment.
<ul style="list-style-type: none"> Identifying the positive work of growers will be a powerful tool to promote as case studies for other growers. 	<ul style="list-style-type: none"> Locating case stories and encouraging others to speak about them is labour intensive.
<ul style="list-style-type: none"> Rapport built with local stakeholders, particularly their marketing people will open up opportunities to use their publications for BMP messages. 	<ul style="list-style-type: none"> Need to encourage local stakeholders to support BMP messages so that their communication channels and endorsement can be utilised.
<ul style="list-style-type: none"> Information to be distributed among existing regional networks to inform a wider group of people who regularly meet to discuss environmentally focused projects. 	<ul style="list-style-type: none"> Participants at regional network level may not share their information with their networks or recognise the importance of their involvement on a regional basis.
<ul style="list-style-type: none"> Meeting and conference attendances are a good opportunity to gather information on issues and people and to pass on details and build rapport. 	<ul style="list-style-type: none"> There has been limited attendance of growers at recent meetings held during peak harvest season, a focus should be on shoulder and low season for growers.
<ul style="list-style-type: none"> Website and email facilities are extremely cost effective versus hard copy forms of communication. 	<ul style="list-style-type: none"> Not all growers currently use the internet. Some do not have the technology set up to accept all information through email.
<ul style="list-style-type: none"> Local rapport building with media and understanding the deadlines and requirements of publications will lead to enormous free coverage on the BMP project throughout the State. 	<ul style="list-style-type: none"> Local offices do not always have a close relationship with local media outlets or an understanding on how to gain free, positive publicity.
<ul style="list-style-type: none"> Costs of hard copy information can be reduced through the creation of branded “templates” that can also be produced locally by various offices. 	<ul style="list-style-type: none"> Offices may not appreciate or utilise information on templates because they do not understand the importance of spreading local information on BMP issues.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Carrots work better than sticks and an increased amount of funding to would help speed BMP adoption immeasurably. 	<ul style="list-style-type: none"> Growers may disengage broadly if government looks at turning up environmental regulatory controls at any time during the project, or if it doesn't honour its agreement to look at winding back regulation as milestones are met.
<ul style="list-style-type: none"> Utilise CANEGROWERS strong name, and communications channels to access 80% of the industry and develop strong relationships with regional groups to ensure the remaining 20% are included. 	<ul style="list-style-type: none"> A major weather event – including cyclones or floods – could slow the project delivery. During disaster times (given the majority of the Australian sugarcane industry is situated in a high risk cyclone/extreme weather even zone) all resources focus on issues of life and limb, then recovery. A natural disaster could significantly slow deliverables of project by 6 months to up to a year.
<ul style="list-style-type: none"> Utilise strong communication networks already established through CANEGROWERS. 	<ul style="list-style-type: none"> A major biosecurity event – ie a smut or rust – could slow the project delivery. During biosecurity activation, significant resources get redirected to management and pest quarantine areas severely restrict movement between areas and in many cases farms. A biosecurity event could significantly slow deliverables of project by 6 months to up to a year.
<ul style="list-style-type: none"> Growers don't like being pointed at as environmental vandals – they want to be seen as guardians of their environs. This will be a key adoption scaling point of interest for grower participation. 	<ul style="list-style-type: none"> A green group who relies on funding generated by attacking the farming sector's environmental performance could launch a broadscale campaign against self-management trying to turn the community against farmer driven action. Having a community which is suspicious of self-management would mean a large additional set of resources/funding would be needed to run a community awareness campaign. Excessive involvement of green groups or conservation organisations would turn growers against the program.
<ul style="list-style-type: none"> Focus on identifying the positive work of growers to drive the communications and marketing effort as powerful tool to promote as case studies for other growers. 	<ul style="list-style-type: none"> Local groups may disengage if they feel that this is being driven by the city. They need to be the driving force pushing up information and requirements to the Project Director.
<ul style="list-style-type: none"> Use existing networks within cane communities including land and sea centres, regional NRM organisations, other peak bodies and regional facilitators. 	<ul style="list-style-type: none"> CANEGROWERS is about to have a new CEO and Board of directors, and it will be important to outline the critical nature of this project to ensure there is no downgrading of the importance of this project to the industry
<ul style="list-style-type: none"> Use CANEGROWERS publication "<i>Australian Canegrower</i>" widely respected by growers and distributed throughout Queensland. Also utilise existing industry events and conferences with sustainability issues becoming included in 	<ul style="list-style-type: none"> This is the latest in a long line of environmental, productivity and sustainability projects tackled by the sugarcane industry over the past 30-years. The media may have lethargy of reporting on the enormity of the

OPPORTUNITIES	THREATS
topics of discussion.	project, so professional media management is required to short-cut this scenario
<ul style="list-style-type: none"> • Improve grower interest from a local angle using local information so it sparks the interest and action of elected representatives and growers. 	<ul style="list-style-type: none"> • Growers may see this as a form of self-regulation and reject the concept if they feel that goalposts are being pushed by green groups rather than scientists
<ul style="list-style-type: none"> • Use social media a new ways of communicating to ensure all levels of target stakeholders have access. 	<ul style="list-style-type: none"> • The resources will need to be as sensible, science driven and reputable to gain grower and community support and respect, otherwise the sugarcane bmp and CANEGROWERS brand could be irreparably damaged.
<ul style="list-style-type: none"> • If CANEGROWERS communicates the project extremely effectively to its stakeholders, it will maximise growers' adoption of the system and stakeholders' confidence in the system and the project will succeed beyond expectations. 	<ul style="list-style-type: none"> • If CANEGROWERS does not effectively communicate the project to its stakeholders, growers would not take up the system and stakeholders would have no faith in the system and the project would fail.

3. GOALS & OBJECTIVES

The planned communication and engagement activities should achieve the following:

3.1 Communication Objectives

Primary Stakeholders

- Promote and raise awareness amongst key stakeholder groups about the Sugarcane BMP program and its products and services; and
- Promote effective communication between and within cane growers local offices and groups in relation to awareness, understanding and benefits of using the tools developed under the Sugarcane BMP program.
- Promote understanding of regional Sugarcane BMP planning under the program and positive linkages with the State government funded, Sugarcane BMP program.

Secondary Stakeholders

- Support effective local office, regional NRM bodies and community engagement and partnership approaches for achieving the Sugarcane BMP; and
- Promote understanding of regional Sugarcane BMP planning under the program and positive linkages with the federal government funded, Reef Rescue program.

3.2 Local Engagement Objectives

It is important that all messages assist local stakeholder groups to achieve community engagement on the BMP program. The three approaches are:

Awareness

- Local office and local communities are made aware of local and regional BMP initiatives; and
- An understanding of the links between these issues and long-term viability of the community.

Information and Knowledge

- Growers have the necessary information, data and science (biophysical, social and economic) to make sound BMP decisions; and
- Provision of industry data to promote continuous improvement in the industry.

Skills and Training Objectives

- There is access to the necessary technical expertise, people management, project management and planning skills available to undertake the implementation of Sugarcane BMP at a local and regional scale;

KEY STAKEHOLDERS

The target audiences for the Sugarcane BMP messages in Queensland are:

Primary

- CANEGROWERS staff
- CANEGROWERS district Board members
- Growers
- Australian Cane Farmers Association
- Kalamia Cane Growers Organisation
- Pioneer Cane Growers Organisation
- Millers
- Productivity and or other Extension Services
- BSES PEC Unit
- Australian Sugar Milling Council
- Queensland Department Environment Heritage Protection
- Queensland Department Agriculture, Forestry and Fisheries

Secondary

- Agforce
- National Farmers Federation
- Queensland Farmers Federation
- Australian Government Department of Agriculture, Fisheries and Forestry
- Australian Government Department of Sustainability, Environment, Water, Population and Communities
- Regional BMP organisations (Terrain BMP, NQ Dry Tropics, Reef Catchments, Burnett Mary Regional Group and SEQ Catchments)
- World Wildlife Fund
- ACF

Stakeholder groups have various needs. Following is a table outlining the types of requirements from each Primary and Secondary Group

3.3 Primary Target Audience

AUDIENCE	TARGET MARKET	NEEDS
Growers	Every grower	Projects, products and services issues, information awareness and exchange
CANEGROWERS	State Directors	Projects, products and services issues, information awareness and exchange
	District Board members	Projects, products and services issues, information awareness and exchange
	Senior and middle management and all staff	Projects, products and services issues, information awareness and exchange
Australian Cane Farmers Association	Non CANEGROWERS aligned local offices	Projects, products and services issues, information awareness and exchange
Millers	Local Senior and middle	Projects, products and services issues,

AUDIENCE	TARGET MARKET	NEEDS
	management and all staff	information awareness and exchange
	Australian Sugar Milling Council Board members and staff	Projects, products and services issues, information awareness and exchange
QSL	Local senior and middle management and all staff	Projects, products and services issues, information awareness and exchange
Local productivity and extension services companies	Local Senior and middle management and all staff	Projects, products and services, information awareness and exchange
BSES PEC	Local Senior and middle management and all staff	Projects, products and services issues, information awareness and exchange
		Projects, products and services, information awareness and exchange
		Projects, products and services, information awareness and exchange
Queensland Government	Ministers for <ul style="list-style-type: none"> • Queensland Department Environment Heritage Protection • Queensland Department Agriculture, Forestry and Fisheries 	Projects, products and services
	Senior and Middle management of the above departments	Projects, products and services
Australian Government	Ministers for <ul style="list-style-type: none"> • Department of Agriculture, Fisheries and Forestry • Department of Sustainability, Environment, Water, Population and Communities 	Projects, products and services
	Senior and Middle management of the above departments	Projects, products and services
Regional Group Collective	Chair and Executive Officer	Projects, products and services, information awareness and exchange
Regional NRM Bodies	Board Members	Projects, products and services, information awareness and exchange
	CEOs, Senior and Middle	Projects, products and services, information

AUDIENCE	TARGET MARKET	NEEDS
	Management	awareness and exchange

3.4 Secondary Target Audience

AUDIENCE	TARGET MARKET	NEEDS
Agforce	Senior and Middle Management	Projects, products and services
National Farmers Federation	Senior and Middle Management	Projects, products and services
Queensland Farmers Federation	Senior and Middle Management	Projects, products and services
Australian Government <ul style="list-style-type: none"> Department of Agriculture, Fisheries and Forestry Department of Sustainability, Environment, Water, Population and Communities 	Senior and Middle Management	Projects, products and services
Regional NRM organisations: <ul style="list-style-type: none"> Terrain Burdekin Dry Tropics Reef Catchments Burnett Mary Regional Group SEQ Catchments 	Senior and Middle Management	Projects, products and services
World Wildlife Fund	Senior and Middle Management	Projects, products and services
ACF	Senior and Middle Management	Projects, products and services
CANEGROWERS local offices	Senior and Middle Management	Projects, products and services
World Association for Beet and Cane Growers (WABCG)	Senior and Middle Management	Projects, products and services

4. MARKETING AND COMMUNICATIONS PROTOCOLS

CANEGROWERS strictly controls use of its branding to ensure the CANEGROWERS logo represents the organisation's corporate values and is a reflection of people's perceptions of what CANEGROWERS represents.

All CANEGROWERS communications and marketing tools will have their own look and feel, while conforming to the branding and style guides laid out in documentation from three important areas:

1. CANEGROWERS Sugarcane BMP Project branding;
2. CANEGROWERS communications plan;
3. State Government Style Guide; and

This means every official Sugarcane BMP document must carry the logos and be presented in the appropriate style and branding of these CANEGROWERS and the Queensland Government.

4.1 Sugarcane BMP Project Branding

CANEGROWERS will develop branding for the Sugarcane BMP project by using a look and feel that is appropriate to the program.

The look and feel and appropriate logos should always appear on any publication together. One brands the program, the other the organisation and gives the program authority.

Every publication or printed materials should carry the branding and the general "imaging" of the program to ensure the document is authentic, official, recognisable and noticeable.

The branding will grow to include a bank of photo images, placed in a collage, and the strong colours and design chosen. To keep with the branding style, all publications must include:

- Use of CANEGROWERS and Queensland Government logos;
- Link to the website;
- Project team contact details as appropriate;
- Local contact details as appropriate;
- Information on the paper (e.g. this publication will be printed in Australia using 100% recycled paper); and
- Information on images (e.g. Selected images sourced by organisational name).

4.2 Queensland Government Branding

Sugarcane BMP marketing documents are to:

- Carry the Queensland State Government logo with prior approval of the communications manager of the relevant department. The Queensland Government has clearly set style and branding guidelines that must be adhered to;
- Ensure that the department contribution and any other funding from the State of Queensland, has been acknowledged with the words "This industry initiative has been funded by the Queensland Government";
- When participating in interviews, including television radio, internet and print media, which relate to the program, the party will ensure wherever possible that the department contribution and Queensland Government support of the program is acknowledged, unless otherwise requested by the department;
- In all circumstances where activities receive State funding, appropriate acknowledgement will be given to the State, mindful that;

- Any publication, article, newsletter or other literary work prepared as part of an activity under the government acknowledges that it has been produced under a partnership with the government, and has received financial support and displays the government logo or badging. A copy of such material is to be provided to the other party, where possible, prior to its release;
- Signs, posters or other appropriate means as approved by the government are used to acknowledge the government financial support;
- Each party’s role is acknowledged at relevant forums, conferences and at project openings;
- Where projects include joint funding, funding announcements, where possible, made jointly or by agreement with the other Party;
- Where appropriate these requirements are reflected in agreements made regionally; and
- The department will coordinate the appropriate clearances with the Ministers’ office.

4.3 CANEGROWERS Communications Plan

The CANEGROWERS Communications Plan provides a framework for the communications and marketing for CANEGROWERS and includes all areas of the peak groups operations, including the Sugarcane BMP program.

This document outlines the future strategic communication and engagement direction for CANEGROWERS.

It is important to consider the characteristics of the target markets, which must be taken into consideration when producing Sugarcane BMP marketing tools.

External Target Market

MARKET	CHARACTERISTICS
Growers	16-90 years age group. 80% male. 100% rural based. Time poor. Less familiar with technology. Late adopters of technology. 80% not convinced of the value of Sugarcane BMP.

MARKET	CHARACTERISTICS
Elected Members	50-70 years age group. 95% male. 100% rural based. Time poor. Less familiar with technology. Late adopters of technology. 50% not convinced of the value of Sugarcane BMP. Influential in Local office.

Internal Target Market

MARKET	CHARACTERISTICS
Senior Managers, CEO	<p>30-60 years age group.</p> <p>80% male. 60/40 rural and city proximity.</p> <p>Time poor. More familiar with technology.</p> <p>Early adopters of technology.</p> <p>50% not convinced of the value of Sugarcane BMP.</p> <p>Influential in Local office.</p>

MARKET	CHARACTERISTICS
Staff	<p>18-65 years age group.</p> <p>80% male. 80/20 rural and city proximity.</p> <p>Earliest adopters of technology.</p> <p>Computer literate.</p> <p>Tendency towards resistance to change.</p> <p>Good users of website content. Potential to influence key decision makers' opinion of Sugarcane BMP tools.</p>

CANEGROWERS positions itself as the principal communication network for sugarcane growers. While CANEGROWERS provides the tools, local offices take ownership of it.

It is predicted that the use of the Sugarcane BMP website will steadily increase over the next 2 year period.

5. PROPOSED MARKETING STRATEGIES

The following are the key strategies to assist the CANEGROWERS in achieving the Sugarcane BMP Communication and Engagement Strategy aims.

Communication Networks

- Ensure the roles of the Project Committee and its stakeholders are clearly defined and communicated;
- Identify and maintain defined but flexible pathways for communication with all stakeholders; and
- Increase cooperation and effective dialogue between key stakeholders.

Information Exchange

- Establish delivery mechanisms to ensure information is accessible, timely and relevant;
- Ensure clarity, accuracy and complimentary information and messages;
- Ensure the project plan is well communicated; and
- Actively promote awareness, understanding and benefits of a Sugarcane BMP.

Effective Involvement

- Identify and manage the expectation of stakeholders in relation to involvement in Sugarcane BMP;
- Promote a shared vision, purpose and commitment to achieving Sugarcane BMP in the regions;
- Strengthen organisational capacity, confidence and competence to participate in Sugarcane BMP activities; and
- Ensure adoption of best practice management and policies for BMP.

Consultation

- Access information through consultation with key stakeholders; and
- Ensure that consultation opportunities are accessible and timely.

Evaluation

- Monitor performance of the communication and engagement strategy;
- Evaluate the effectiveness of the communication and marketing strategy; and
- Monitor attitudinal changes delivered through the Sugarcane BMP project towards regional issues.

Internal communications

- Keeping CANEGROWERS Board, staff members abreast of BMP issues and opportunities.

The following is a strategies table including target markets and resources with additional information on the implementation phase of each strategy.

5.1 Communication Networks

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	RESOURCES
Primary Stakeholders	BMP Workshops	Facilitate District Workshops and shed meetings to seek feedback on the development and delivery of Sugarcane BMP and provide a forum for ongoing project updates. <i>Appendix A District Working Group</i>	CANEGROWERS BMP

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	RESOURCES
		<i>Term of Reference</i>	
Primary Stakeholders	Regional Working Group Meetings	Facilitate Regional Workshops to seek feedback on the development and delivery of Sugarcane BMP and provide a forum for ongoing project updates. <i>Appendix B Regional Working Group Term of Reference</i>	CANEGROWERS BMP
Primary Stakeholders	Industry Working Group Meetings	Facilitate Industry Workshops to seek feedback on the development and delivery of Sugarcane BMP and provide a forum for ongoing project updates. <i>Appendix C Industry Working Group Term of Reference</i>	CANEGROWERS BMP
Primary Stakeholders	Project Committee Meetings	Facilitate Project Committee meetings to seek feedback on the progress of the Sugarcane BMP and provide a forum for tabling opportunities and constraints in program delivery. <i>Appendix D Project Committee</i>	CANEGROWERS BMP
Primary Stakeholders	Cover letters personalised	A cover letter will accompany any hard copy information forwarded to primary stakeholders outlining the importance of the BMP program, where to find more information (i.e. BMP web portal) and who to contact for more details	CANEGROWERS BMP and CANEGROWERS Marketing staff members
Primary Stakeholders	Information updates to all CANEGROWERS Queensland Board Members	Higher level information and updates to go to all CANEGROWERS Queensland Board Members	CANEGROWERS Marketing and project staff
Primary Stakeholders	Information updates to all Directors	Higher level information and updates to go to all 86 local directors across the State	CANEGROWERS Marketing and project staff
Primary and Secondary Stakeholders	Canegrowers BMP web portal	All BMP news will be provided through the Canegrowers BMP web portal The current site contains a dedicated BMP web page. This will include key themes, services, case studies and updates	CANEGROWERS BMP and CANEGROWERS Marketing staff members

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	RESOURCES
		The BMP information will be available on the 'public' site so that secondary target audiences and other stakeholders can also gain access to the information	
Primary and Secondary Stakeholders	CANEGROWERS magazine	Regular features and project updates will be included in the Canegrowers magazine	CANEGROWERS BMP and Marketing staff members
Primary and Secondary Stakeholders	Quarterly BMP Newsletter	Quarterly BMP newsletter will be produced in both paper based and electronic formats. Paper based copies will also be an inserted in the CANEGROWERS magazine	CANEGROWERS Marketing staff members
Primary and Secondary Stakeholders	Quarterly BMP email bulletin	This will be an email sent to primary and secondary stakeholders and hosted on the BMP web portal.	CANEGROWERS Marketing staff members
Primary and Secondary Stakeholders	Regular articles in mainstream media (TV and radio)	BMP feature topics will be developed and disseminated to growers and the wider public via TV and radio	CANEGROWERS Marketing staff members
Primary and Secondary Stakeholders	Conferences, forums, workshops and meetings	In line with the BMP Communication and Engagement Strategy, information will be distributed through various means to highlight and promote the BMP program and associated benefits to the industry	CANEGROWERS Marketing staff members
Primary and Secondary Stakeholders	A database of key people maintained	Such a database of Primary and Secondary targets and media (including postal, fax and email addresses) is paramount to distribute information to people and to personalise correspondence using mail merge.	CANEGROWERS Marketing staff
Primary and Secondary Stakeholders	Brochures	Information will be distributed through various means to highlight and promote the BMP program and associated benefits to the industry	CANEGROWERS Marketing and project staff

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	RESOURCES
Primary and Secondary Stakeholders	Banners	Banners to be erected at events discussing the Sugarcane BMP program and carrying the appropriate logos and branding	CANEGROWERS Marketing and project staff
Secondary Stakeholders	Utilising other agricultural and environmental organisations' websites, newsletters	Secondary organisations such as the National and Queensland Farmers Federation etc, supporting Sugarcane BMP on their websites and newsletters etc	CANEGROWERS Marketing staff members

5.2 Information Exchange

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
Primary Stakeholders	Email labelling	All Sugarcane BMP related emails should contain clear labelling with the start of the subject header to begin with “Sugarcane BMP.”	Negligible	CANEGROWERS BMP & Marketing
Primary and Secondary Stakeholders	Email to include hyperlink to BMP website page	Offering a live address will draw more people to the site.	Negligible	CANEGROWERS Marketing
Primary and Secondary Stakeholders	Appointed spokesperson	Only the appointed spokesperson or people should make comment on any BMP subjects to ensure the consistency and authority of the message.	Negligible	CANEGROWERS BMP & Marketing
Secondary Stakeholders	Include meeting updates	BMP Project Director	Negligible	CANEGROWERS BMP

5.3 Effective Involvement

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
Primary: Elected members and key BMP officers	Information packs	Elected representatives and key BMP regional officers will receive information packs/training aids that will assist them to effectively disseminate the BMP message. Currently CANEGROWERS provides information kits to newly elected representatives after elections every three years or when they are appointed outside of this	Minor	CANEGROWERS BMP & Marketing

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
		<p>election cycle.</p> <p>The BMP Information kits.</p> <p>The packs would include a PowerPoint presentation, newsletter, brochure on BMP, organisations and groups to help find other resources and the contact details for key people.</p> <p>These packs would be part of a continuous improvement process to assist in keeping new staff and elected members up to date should they be appointed since the last packs were distributed. The packs would also appear for printing off the website. All attendees at training sessions would also receive the packs.</p>		
Primary and Secondary Stakeholders	Case studies	<p>These are required throughout the State in short, easy to understand case histories that have contact numbers and a link for more information if required. The case studies can be supplied through newspaper features, newsletter/bulletins, website, regular Case Study mail outs produced on “shells” and by way of an annual booklet/folder, which would act as a collection of case study information from the year. There is a target of a case study which features growers across every region throughout</p>	Medium	CANEGROWERS BMP & Marketing staff members, offices in contributing information and leads

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
		the life of the program.		
Primary Stakeholders	Champions	Selecting well known and respected growers in articles and media to support the Sugarcane BMP.	Minor	CANEGROWERS BMP & Marketing and identified facilitators, board members and key elected representatives
Primary and Secondary Stakeholders	Resources provided (on key contacts, new funding programs, regional networks and their meeting times.	To overcome understanding the “maze” of groups and networks forming within the BMP family, the website would become the one-stop for finding out contact details, what groups existed in which areas and where to access funds. This would be available in the unregistered areas of the website site so that both primary and secondary stakeholders had access to this important resource.	Negligible	CANEGROWERS BMP & Marketing
Primary: website registered and unregistered	Reminders	A reminder of issues, events and approaching deadlines is a key tool to keep the network informed and involved in BMP projects (email and hardcopy).	Negligible	CANEGROWERS BMP & Marketing
Primary: Elected representatives and CEOs	Tabling BMP information at local meetings	To reach elected representatives and CEOs, it will become important to table information in meetings	Negligible	CANEGROWERS BMP & local offices

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
		so that it is officially “noted”.		
Primary and Secondary Stakeholders	Photographs and other images	These are gathered as staff go about their work throughout the State. They are being collated and utilised where possible to show the diverse nature of the Sugarcane BMP work at locations that people will recognise.	Negligible	CANEGROWERS BMP & Marketing
Primary and Secondary Stakeholders	Statewide senior management roadshow of meetings in every cane growing area	A key information event to be held in April, open to all interested parties and promoted to the media	Major	CANEGROWERS BMP & Marketing

5.4 Consultation

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
Primary and Secondary Stakeholders	Attendance at conferences and involvement with trade booths	The BMP team to identify conferences annually (other than the CANEGROWERS) that they can actively participate in a trade booth and consult with people. A range of opportunities present themselves each year, including ASSCT. These are prime locations to build rapport and promote products and services to primary and secondary target groups.	Minor	CANEGROWERS BMP & Marketing
Primary and Secondary Stakeholders	Speaking engagements	These events provide a good opportunity to network with people and deliver information. Speaking engagements can include attending	Negligible	CANEGROWERS BMP staff and local managers

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
		shed meetings, local AGMs, secondary stakeholder events/board meetings etc		
Primary Stakeholders	Issues management through online Q and A pages	<p>Issues raised in training placed into website BMP Question and Answer pages, along with photos of group (to draw them back to the website)</p> <p>Questions and answers raised in the training sessions should be placed on the BMP website pages as soon as practical under Frequently Asked Questions.</p> <p>Photographs of group training sessions could also be submitted to encourage people to visit the site.</p>	Negligible	CANEGROWERS BMP staff and local managers
Primary: Local office Not sure of the value of this	Work Group discussion on Website	<p>Website could feature private areas where groups of stakeholders can share information such as key documents, minutes and agendas.</p> <p>People will also be encouraged to contact BMP officers in person by hyper linking from the Website site to “interact” with the experts.</p>	Negligible	CANEGROWERS BMP & Marketing
Primary: Elected members and CEOs	Regional/district meeting agenda items	BMP should be placed on each regional and district meeting agenda across the State so that the topic stays foremost in participant’s minds.	Negligible	CANEGROWERS BMP and Local offices

5.5 Evaluation

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
Primary and Secondary Stakeholders	Annual surveys	Sent to a random pool of primary and secondary targets to gauge awareness levels. The questions would cover a range of issues that required evaluation.	Emailed: negligible	CANEGROWERS BMP and CANEGROWERS Administration
Primary and Secondary Stakeholders	Media Monitoring	Collection of articles published in newspapers, newsletters and industry magazines and details of radio, TV and website coverage relating to Sugarcane BMP stories.	Negligible	CANEGROWERS Marketing
Secondary: Media	Media Monitoring research and analysis	An evaluation report that quantitatively measures the print, radio and television coverage for particular campaigns should be utilised at least annually to measure media coverage. The service only covers media supplied in a tight brief over a defined period.	Minor	CANEGROWERS Marketing and Media Monitoring services
Primary and Secondary Stakeholders	Generating an email and or telephone survey among a sample group	Every three months, a the CANEGROWERS board should be monitored during the meetings, asking feedback on key communication and marketing issues, as designed by the CANEGROWERS BMP and Marketing teams. The results will be considered at regular evaluation meetings (see below).	Negligible	CANEGROWERS BMP, CANEGROWERS Marketing, Project Coordinating Committee
Primary and	Comment	A comment register,	Negligible	CANEGROW

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
Secondary Stakeholders	register	<p>recording feedback on all Communication throughout the life of the program, should be established.</p> <p>This register will form part of the monitoring materials that will be evaluated on a three-month basis (see below).</p>		ERS BMP, CANEGROWERS Marketing, Project Director
Internal	Three monthly evaluation meetings (M&E)	<p>The BMP Team, CANEGROWERS Marketing and the Project Director to meet every three months to review the Communication and Engagement Strategy.</p> <p>Results from the above monitoring programs should be analysed and decisions made on whether to read just the plan or continue with the program, depending on the issues arising at the time.</p>	Negligible	CANEGROWERS BMP, CANEGROWERS Marketing, Project Coordinating Committee
Primary and Secondary Stakeholders	Six monthly Evaluation report (M&E)	<p>Every six months, after the BMP Team, CANEGROWERS Marketing and the Project Director meet, a report on the status of the plan, its success and approaching projects, should be made available to key stakeholders.</p> <p>Most key stakeholders will have access to website and email</p>	Negligible	CANEGROWERS BMP and Marketing,

5.6 Internal Information

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
BMP Team and CANEGROWERS Marketing	Timed and regularly updated Activity Plan	The Sugarcane BMP Communication and Engagement schedule will become an important guide for the BMP and CANEGROWERS to plan and deliver a range of initiatives. This Schedule should be a living document and updated as the plan matures throughout the life of the project.	Negligible	CANEGROWERS BMP and Marketing
All staff	Internal updates	It is paramount that CANEGROWERS staff and Board members are kept abreast of the BMP Program as it develops to assist in passing on knowledge to any stakeholders they meet in the course of their work. All BMP marketing tools should also be distributed throughout the office. This work includes regular email updates, presentations at staff meetings and the production of a monthly internal newsletter.	Negligible	CANEGROWERS BMP
All staff	Emails	Updates on BMP highlights as successes occur. Can include movements of staff members and highlight how it affects other areas of CANEGROWERS's work.	Negligible	CANEGROWERS BMP
All staff	Presentations	Presentation of BMP highlights at staff meetings.	Negligible	CANEGROWERS BMP

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
All staff	Internal newsletter	Single email Internal newsletter updating staff members on BMP subjects would be forwarded monthly or as needed.	Negligible	CANEGROWERS BMP and CANEGROWERS Marketing
Key BMP Staff and CANEGROWERS Managers	Invitations	Key staff members will be invited to attend any events concerning BMP (ie. speeches, conferences, trade booths etc) when they are in the region.	Negligible	CANEGROWERS BMP and CANEGROWERS Marketing
CANEGROWERS BMP, CANEGROWERS Marketing, Project Coordinating Committee	Evaluation	See Evaluation section for three monthly reviews of this Communication and Engagement Strategy	Medium	CANEGROWERS BMP, CANEGROWERS Marketing, Project Coordinating Committee

5.7 Supporting Materials

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
Primary and Secondary Stakeholders	Fact Sheet “Shells” to be produced for branded hardcopy	Possible development of Sugarcane BMP fact sheets for email and posting on website	Negligible	CANEGROWERS BMP and CANEGROWERS Marketing
Primary and Secondary Stakeholders	CANEGROWERS BMP Banners	Two banners using the correct branding and are double-sided, mobile and informative. They can be used for trade shows, speeches, as back drops for workshops etc.	Minor	CANEGROWERS BMP and CANEGROWERS Marketing
Primary and Secondary Stakeholders	Promotional products	A small number of cost effective promotional items such as the	Minor	CANEGROWERS BMP and CANEGROWERS Marketing

TARGET AUDIENCE	STRATEGY	IMPLEMENTATION	COST	RESOURCES
		newsletters could be considered to encourage people to find out more about BMP by using website or contacting CANEGROWERS staff and regional officers.		ERS Marketing

Please note all prices quoted above are a guesstimate and do not include any GST component.

6. EVENTS CALENDAR

When producing communication and engagement ideas, it becomes important to time when it is appropriate to send information and what times of the year would be less effective.

CANEGROWERS usually attends the conferences and events mentioned, which draw strong attendance from across the State. While most are not BMP-focused, they are important opportunities to raise BMP awareness and build a rapport with key stakeholders.

It will be important throughout the life of the BMP Communication and Engagement Strategy that large events are plotted and venues noted as this information becomes available. They will become important events to plan the preparation of communication tools, messages and to build a rapport with key stakeholders.

MONTH	EVENT		
February 2013	<ul style="list-style-type: none"> 21/02/2013 (Thur) 26/02/2013 (Tue) 	Proserpine	District WG
		Mossman	District WG
March 2013	<ul style="list-style-type: none"> 04-06/03/2013 06/03/2013 08/03/2013 (Fri) 11/03/2013 (Mon) 11/03/2013 (Mon) 12/03/2013 (Tue) 13/03/2013 (Wed) 14/03/2013 (Thur) 15/03/2013 18/03/2013 (Mon) 18/03/2013 (Mon) <small>Coincide with DWG</small> 18/03/2013 22/03/2013 (Fri) 25/03/2013 (Mon) 26/03/2013 (Tue) 27/03/2013 (Wed) 28/03/2013 (Thur) TBA 26-28/03/2013 TBA 	Brisbane Brisbane Rocky Point Mackay Central Tully Herbert River Innisfail Brisbane Burdekin Pioneer/Kalamia Burdekin Brisbane Tablelands Bundaberg Isis/Maryborough Babinda Mulgrave Wet Tropics Brisbane Southern	QCGO Board ASMC Board District WG District WG Regional WG District WG District WG District WG District WG SRDC Board District WG Regional WG QSL Board District WG District WG District WG District WG District WG Regional WG Next Gen Conf Regional WG
April 2013	<ul style="list-style-type: none"> 16-18/04/2013 22/04/2013 	Townsville Herbert	ASSCT Conf BSES – 6 Easy

MONTH	EVENT		
	<ul style="list-style-type: none"> • 23/04/2013 • 11/04/2013 • 11-12/04/2013 • 15/04/2013 • 29-30/04/2013 • TBA 	<ul style="list-style-type: none"> Herbert Brisbane Mackay Brisbane Townsville Brisbane 	<ul style="list-style-type: none"> BSES – Six Easy Project Committee Field Day QSL Board QCGO Induction Industry WG
May 2013	<ul style="list-style-type: none"> • 14-15/05/2013 • 16-17/04/2013 	<ul style="list-style-type: none"> Burdekin Regional 	<ul style="list-style-type: none"> Women Conf QSL Board
June 2013	<ul style="list-style-type: none"> • 03-05/06/2013 • 06/06/2013 • 18-19/06/2013 • 18-20/06/2013 • 24-27/06/2013 	<ul style="list-style-type: none"> Brisbane Mackay Brisbane Mackay International 	<ul style="list-style-type: none"> QCGO Board MAPS Field Day ASMC Board Mackay Show ISSCT
July 2013			
August 2013			
September 2013			
October 2013			
November 2013	18-20/11/2013	Brisbane	QCGO Board
December 2013			
January 2014			
February 2014			
March 2014			
April 2014	ALL MONTH – ROADSHOW HOSTING A BIG GROWER EVENT IN EVERY CANE GROWING DISTRICT		
May 2014			
June 2014			
July 2014			
August 2014			
September 2014			
October 2014			
November 2014			
December 2014			

**Proposed Sugarcane BMP District Working Group representation: District Board members; CANEGROWERS; Growers; Millers and Productivity and or other Extension Services.*



***Proposed Sugarcane BMP Regional Working Group representation: District Board members; CANEGROWERS; Growers; Millers, District Productivity and or other Extension Services; Department of Environment and Heritage Protection; and Department of Agriculture, Fisheries and Forestry.*

****Proposed Sugarcane BMP Industry Working Group representation: Regional Working Groups from each region; CANEGROWERS; Productivity Services; BSES PEC Unit; Australian Sugar Milling Council; Department of Environment and Heritage Protection and Department of Agriculture, Fisheries and Forestry.*

*****Proposed Sugarcane BMP Project Committee representation: CANEGROWERS (3 members); Department of Environment and Heritage Protection (3 members) and Department Agriculture, Forestry and Fisheries Queensland (2 members).*

7. MONITORING AND CONTROLS

It is important that the Communication and Engagement Strategy be monitored throughout the life of the program to ensure that the suggested tools and timing remain current as circumstances may change in the future.

The plan needs to be flexible and effective for the life of the program. As such, performance, monitoring and evaluation strategies will be implemented to:

- Monitor the performance of the Communication and Engagement Strategy;
- Evaluate the effectiveness of the Communication and Engagement Strategy; and
- Monitor local office attitudinal change towards regional issues throughout the program life.

Updates will be delivered on a six monthly basis to provide primary stakeholders with a progress report on projects. Monitoring will occur by:

- Coordinating three-monthly meetings between BMP key staff members and Marketing Officers to review the workloads and results of any campaigns or tools utilised in this time. Recommendations are to be made at each meeting to flag approaching events and streamline the processes. (See information in Evaluation);
- Generating a telephone/email survey among a sample group of the Primary and Secondary targets on an annual basis to measure the awareness and attitudes toward the strategy. The BMP team and CANEGROWERS Marketing Team will review the results. (See information in Evaluation);
- Recording all comments, both positive and negative, on various communication tools after their release, noting in detail the issues/comments raised, by whom, when and what communication tool was utilised. These comments should be reviewed at the three-monthly meetings between BMP key staff members and CANEGROWERS Marketing as a barometer. Priority issues that need addressing will be acted on immediately and raised at the three-monthly meeting;
- Monitoring progress against the Communication and Engagement Strategy timelines to ensure projects remain on track, and identifying and rectifying any initiatives that are delayed or proving ineffective;
- Monitoring communication and engagement budgets throughout the life of the program;
- Collection of all published works for evaluation. It should be noted that the Public Relations Institute of Queensland suggests a formulae for effective measurement in dollar value;
- Undergoing a Media Monitoring research and analysis program for a set period of time at least once a year (potentially in January) to gather more data on the market share and readership target groups. (See information in Evaluation); and
- The success of attending conferences and using trade booth facilities can be measured by the number of contacts developed and issues raised. After each contact, a report on the people contacted and contacts made/reacquainted with will be produced for evaluation as to the value of returning to this event the following year.
- Monitoring hits on BMP website

8. FURTHER INFORMATION

For further information on any elements of this Communication Plan, please contact:

CANEGROWERS Communications Team

Queensland Cane Growers Organisation Ltd
ABN: 94 089 992 969
Trading as: CANEGROWERS

Canegrowers Building L6, 190 Edward Street (GPO Box 1032)
BRISBANE QLD 4000 (Australia)

T: 07 3864 6444 (+61 7 3864 6444) | F: 07 3864 6429 (+61 7 3864 6429) | media@canegrowers.com.au

Appendices

Appendix A: District Working Groups Terms of Reference

TERMS OF REFERENCE

Cane BMP District Working Groups 2012-2014

Introduction:

The establishment of the Cane BMP Project (the Project) District Working Groups is to facilitate a forum to identify, discuss and advise on the development of the Project across the state.

Background:

The Cane BMP is a CANEGROWER led, industry driven, government supported program that will align sugar best management practices built on profitability, productivity and stewardship to professional development, extension, industry R,D&E, strategy and direction.

Project objectives:

- design and deliver the Project based on continuous improvement and current best industry standards;
- facilitate a transition from current legislative regulations to an industry driven system underpinned by profitability, productivity and stewardship;
- monitor and evaluate progress towards meeting key performance indicators and milestones; and
- consult with a wide range of key stakeholders and other organisations to facilitate the ownership and adoption of the Project by cane growers across all regions in Queensland.

Cane BMP District Working Group Membership:

The Working Groups will consist of up to 12 members representing:

- District Board members;
- CANEGROWERS;
- Growers;
- Millers and
- Productivity and or other Extension Services.

Cane BMP District Working Groups will consist of representatives from the following regions and districts: Mossman, Tablelands, Tully, Innisfail, Cairns (Babinda, Mulgrave), Herbert River, Mackay, Proserpine, Burdekin, Bundaberg, Isis, Maryborough and Rock Point. Where possible existing District Working Groups will be included or form the basis for a District Working Group.

Chairperson

The Chairperson will be the Project Director, CANEGROWERS.

Meetings of the Group:

The District Working Groups will be organised by CANEGROWERS on a regular basis or as deemed necessary by CANEGROWERS and the District Working Group for the term of the Project. Additional communication will be via teleconferencing, written correspondence and email.

Roles and Responsibilities

The District Working Group's roles and responsibilities at a district level include:

- providing input into the Project development and delivery;
- monitoring and evaluating issues affecting the Project;
- identifying strategic direction for the Project;
- consideration of wider industry and government direction, objectives and programs;
- sharing information on related programs that align with the Project objectives to build integrated outcomes;
- a commitment to effectively contribute to the decision-making processes of the Working Group.

Confidentiality

The District Working Groups will treat information as strictly confidential as deemed necessary by District Working Group members.

Limitation

Decisions of the District Working Groups take effect as recommendations only and are therefore not binding on the Parties.

Review

The terms of reference and District Working Group membership will be subject to an annual review.

Contact person:

The CANEGROWER contact person for the Committee will be the Project Director, Malcolm Petrie, on (07) 3864 6472 (malcolm_petrie@canegrowers.com.au).

Appendix B: Regional Working Groups Terms of Reference

TERMS OF REFERENCE

Cane BMP Regional Working Groups 2012-2014

Introduction:

The establishment of the Cane BMP Project (the Project) Regional Working Groups is to facilitate a forum to identify, discuss and advise on the development of the Project across the state.

Background:

The Cane BMP is a CANEGROWER led, industry driven, government supported program that will align sugar best management practices built on profitability, productivity and stewardship to professional development, extension, industry R,D&E, strategy and direction.

Project objectives:

- design and deliver the Project based on continuous improvement and current best industry standards;
- facilitate a transition from current legislative regulations to an industry driven system underpinned by profitability, productivity and stewardship;
- monitor and evaluate progress towards meeting key performance indicators and milestones; and
- consult with a wide range of key stakeholders and other organisations to facilitate the ownership and adoption of the Project by cane growers across all regions in Queensland.

Cane BMP Regional Working Group Membership:

The Working Groups will consist of up to 12 members representing:

- District CANEGROWERS board;
- CANEGROWERS;
- Growers;
- Millers;
- Productivity and or other Extension Services;
- Department of Environment and Heritage Protection; and
- Department of Agriculture, Fisheries and Forestry.

Cane BMP Regional Working Groups will consist of representatives from the regions of Northern, Central, Burdekin and Southern. Where possible existing Regional Working Groups will be included or form the basis for a Regional Working Group.

Chairperson

The Chairperson will be the Project Director, CANEGROWERS.

Meetings of the Group:

The Regional Working Groups will be organised by CANEGROWERS on a regular basis or as deemed necessary by CANEGROWERS and the Regional Working Groups for the term of the Project. Meetings will be held in the Northern, Central, Burdekin and Southern regions. Meeting minutes will be circulated to the relevant Working Groups by CANEGROWERS within two weeks of the meeting being held. Additional communication will be via teleconferencing, written correspondence and email. Material requiring review by the Regional Working Groups will be provided to the members a minimum of seven days prior to the meeting where appropriate.

Roles and Responsibilities

The Regional Working Group's roles and responsibilities at a regional level include:

- providing input into the Project development and delivery;
- monitoring and evaluating issues affecting the Project;

- identifying strategic direction for the Project;
- consideration of wider industry and government direction, objectives and programs;
- sharing information on related programs that align with the Project objectives to build integrated outcomes;
- a commitment to effectively contribute to the decision-making processes of the Working Group.

Confidentiality

The Regional Working Groups will treat information as strictly confidential as deemed necessary by Regional Working Group members.

Limitation

Decisions of the Regional Working Groups take effect as recommendations only and are therefore not binding on the Parties.

Review

The terms of reference and Regional Working Group membership will be subject to an annual review.

Contact person:

The CANEGROWER contact person for the Committee will be the Project Director, Malcolm Petrie, on (07) 3864 6472 (malcolm_petrie@canegrowers.com.au).

Appendix C: Industry Working Groups Terms of Reference

TERMS OF REFERENCE

Cane BMP Industry Working Groups 2012-2014

Introduction:

The establishment of the Cane BMP Project (the Project) Industry Working Group is to facilitate a forum to identify, discuss and advise on the development of the Project across the state.

Background:

The Cane BMP is a CANEGROWER led, industry driven, government supported program that will align sugar best management practices built on profitability, productivity and stewardship to professional development, extension, industry R,D&E, strategy and direction.

Project objectives:

- design and deliver the Project based on continuous improvement and current best industry standards;
- facilitate a transition from current legislative regulations to an industry driven system underpinned by profitability, productivity and stewardship;
- monitor and evaluate progress towards meeting key performance indicators and milestones; and
- consult with a wide range of key stakeholders and other organisations to facilitate the ownership and adoption of the Project by cane growers across all regions in Queensland.

Cane BMP Industry Working Group Membership:

The Working Group will consist of up to 12 members representing:

- Regional Working Groups from each region;
- CANEGROWERS;
- Productivity Services;
- BSES PEC Unit
- Australian Sugar Milling Council;
- Department of Environment and Heritage Protection; and
- Department of Agriculture, Fisheries and Forestry.

Chairperson

The Chairperson will be the Project Director, CANEGROWERS.

Meetings of the Group:

The Industry Working Group will be organised by CANEGROWERS on a regular basis or as deemed necessary by CANEGROWERS and the Industry Working Group for the term of the Project. Meetings will be held at CANEGROWERS, Level 7, 190 Edward St, Brisbane. Meeting minutes will be circulated to the Industry Working Group by CANEGROWERS within two weeks of the meeting being held. Additional communication will be via teleconferencing, written correspondence and email. Material requiring review by the Industry Working Group will be provided to the members a minimum of seven days prior to the meeting where appropriate.

Roles and Responsibilities

The Industry Working Group's roles and responsibilities include:

- providing input into the Project development and delivery;
- monitoring and evaluating issues affecting the Project;
- identifying strategic direction for the Project;
- consideration of wider industry and government direction, objectives and programs;
- sharing information on related programs that align with the Project objectives to build integrated outcomes;

- a commitment to effectively contribute to the decision-making processes of the Working Group.

Confidentiality

The Industry Working Group will treat information as strictly confidential as deemed necessary by Industry Working Group members.

Limitation

Decisions of the Industry Working Group take effect as recommendations only and are therefore not binding on the Parties.

Review

The terms of reference and Industry Working Group membership will be subject to an annual review.

Contact person:

The CANEGROWER contact person for the Committee will be the Project Director, Malcolm Petrie, on (07) 3864 6472 (malcolm_petrie@canegrowers.com.au).

Appendix D: Project Committee Terms of Reference

TERMS OF REFERENCE

Cane BMP Project Committee 2012-2014

Introduction:

The establishment of the Cane BMP Project (the Project) Committee is to facilitate a forum to identify, discuss and advise on opportunities and constraints that ensures the successful and timely delivery of the Project across the state.

Background:

The Cane BMP is a CANEGROWER led, industry driven, government supported program that will align sugar best management practices built on profitability, productivity and stewardship to professional development, extension, industry R,D&E, strategy and direction.

Project objectives:

- design and deliver the Project based on continuous improvement and current best industry standards;
- facilitate a transition from current legislative regulations to an industry driven system underpinned by profitability, productivity and stewardship;
- monitor and evaluate progress towards meeting key performance indicators and milestones; and
- consult with a wide range of key stakeholders and other organisations to facilitate the ownership and adoption of the Project by cane growers across all regions in Queensland.

Committee Membership:

The Committee will be made up of 8 members representing:

- CANEGROWERS (3 members);
- Department of Environment and Heritage Protection (3 members); and
- Department Agriculture, Forestry and Fisheries Queensland (2 members).

Project Sponsors:

The Project Sponsors (also Committee Members) will be made up of the following representatives:

- Department Environment and Heritage Protection Executive Director, Environment and Water Quality; and
- CANEGROWERS Chief Executive Officer.
- Project Sponsors will meet as part of the Committee as required, advise on high level matters pertaining to the Project performance and delivery, and recommend to the Project Committee what Project matters should be directed in writing to the Director-General of DEHP and the Chairman of CANEGROWERS.

Chairperson

The Chairperson will be the Project Director, CANEGROWERS.

Meetings of the Committee:

The Committee meetings will be organised by CANEGROWERS on a monthly basis or as deemed necessary by the Committee for the term of the Project. Meetings will be held at CANEGROWERS, Level 7, 190 Edward St, Brisbane. Meeting minutes will be circulated to the Committee by CANEGROWERS within two weeks of the meeting being held. Additional communication will be via video conferencing, teleconferencing, written correspondence and email. Material requiring review by the Committee will be provided to the members a minimum of seven days prior to the meeting where appropriate.

Roles and Responsibilities

The Committee's roles and responsibilities include:

- assisting in priority setting for the Project;
- monitoring and evaluating issues affecting the Project;

- provision of expert advice;
- identifying strategic direction for the Project;
- measuring progress against key Milestones under the deed of contribution;
- consideration of wider industry and government direction, objectives and programs;
- sharing information on related programs that align with the Project objectives to build integrated outcomes;
- a commitment to effectively contribute to the decision-making processes of the Committee;
- making recommendations to the Project Sponsors about what Project matters should be directed in writing to the Director-General of DEHP and the Chairman of CANEGROWERS.

Confidentiality

The Committee will treat information as strictly confidential as deemed necessary by Committee members.

Limitation

Decisions of the Committee take effect as recommendations only and are therefore not binding on the Parties.

Review

The terms of reference and Committee membership will be subject to an annual review.

Contact person:

The CANEGROWER contact person for the Committee will be the Project Director, Malcolm Petrie, on (07) 3864 6472 (malcolm_petrie@canegrowers.com.au).