



HRIC – Public Private Partnership in the Australian Sugar Industry

Raymond De Lai

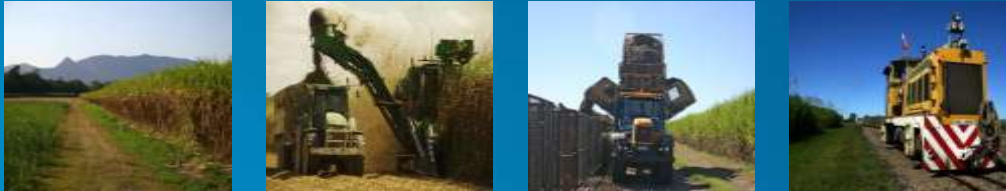
Herbert Resource Information Centre

GIS throughout the supply chain

Planting & growing



Harvesting



Processing



Refining



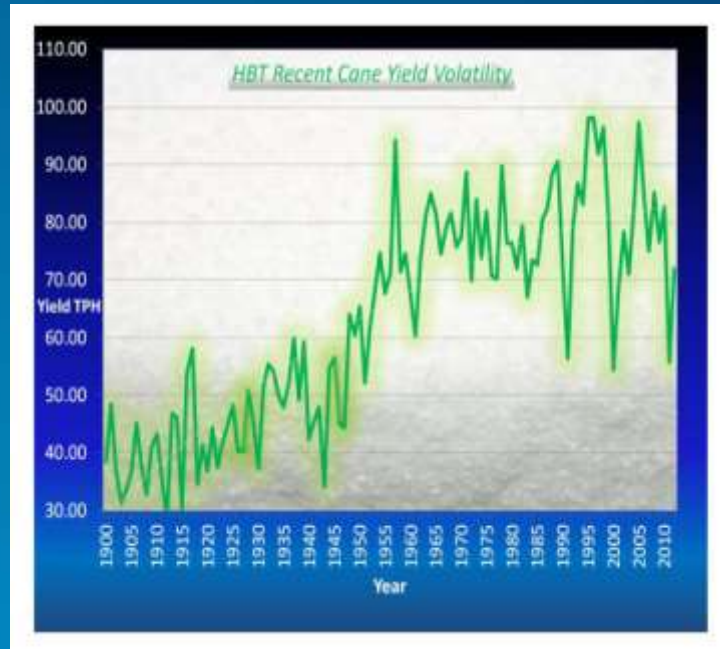
Data management

Mapping

Analysis

Decision Support

Crop size estimation



Value delivered:

- \$70,000 annual savings in data collection and modelling
- Reduction in potential multi-million \$ liability resulting from more accurate estimates



Cane harvest management



Value delivered:

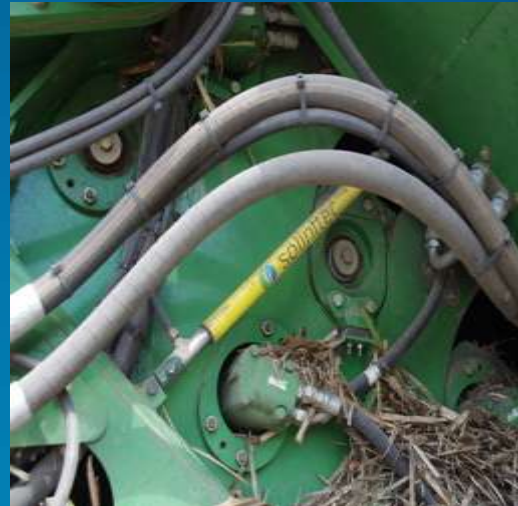
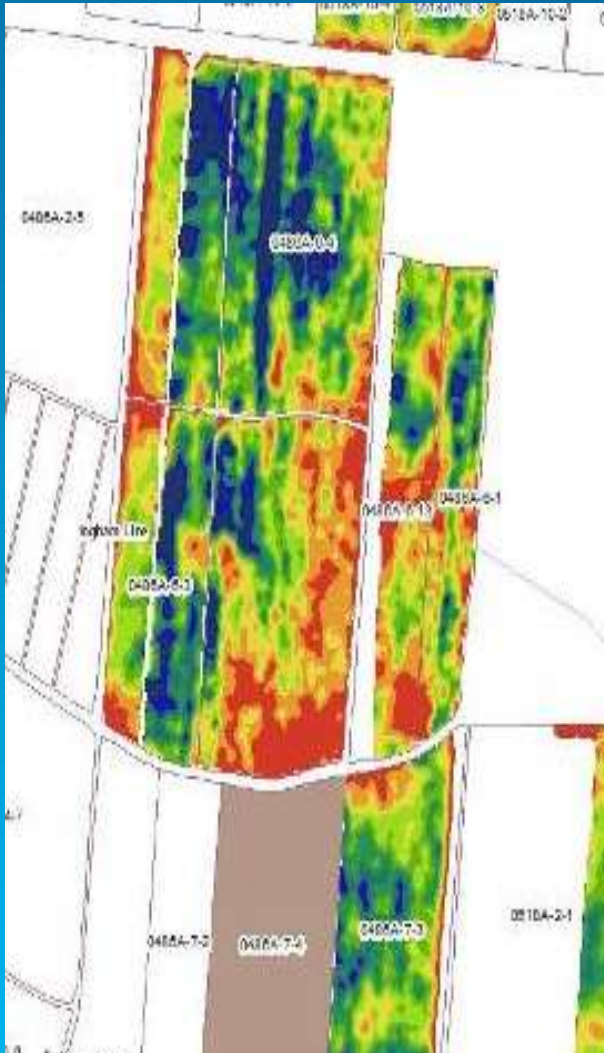
Improved operational visibility across the supply chain:

- Farmers
- Transport/logistics
- Cane Mills
- Harvest contractors



Real-Time

Yield monitoring



Value delivered:

\$500k annual saving in data collection and map processing.

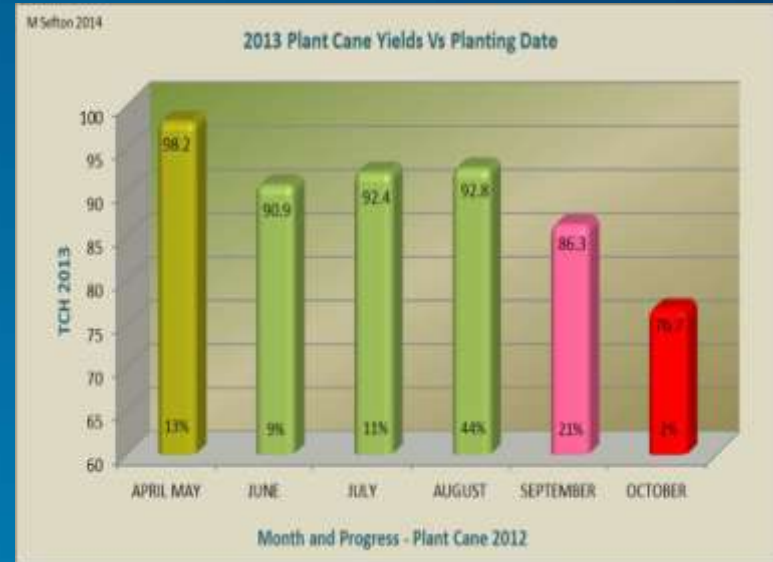
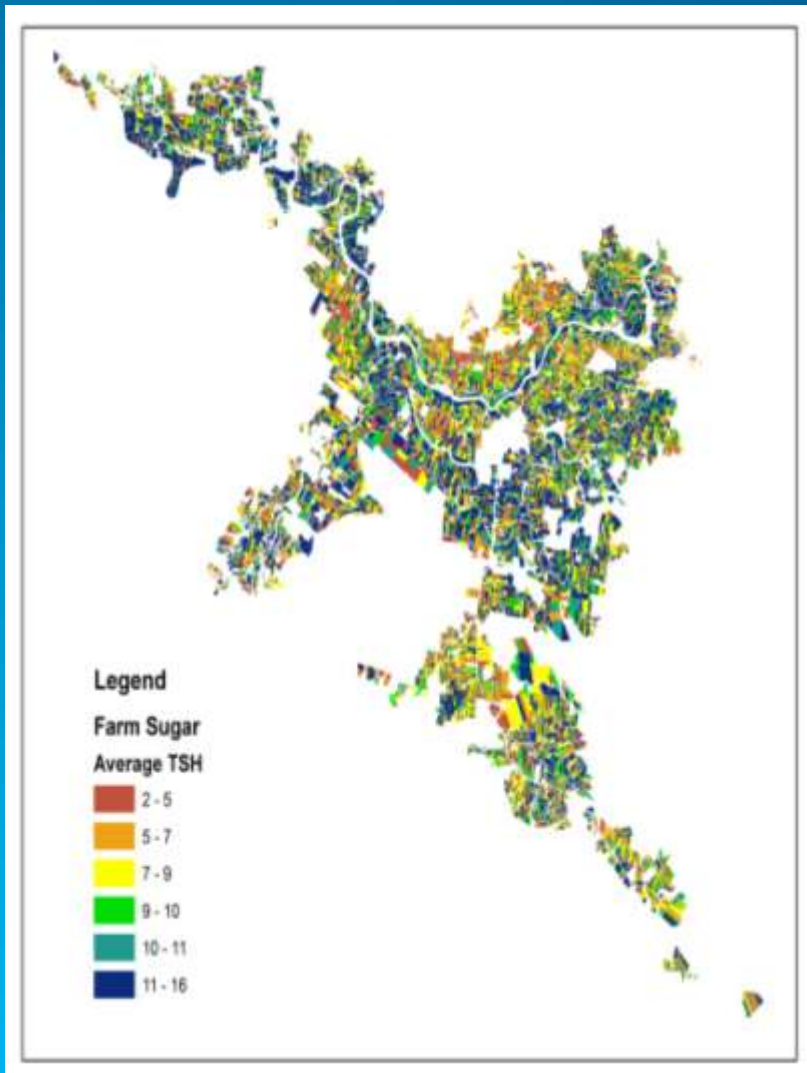
Precision agriculture results in:

- Higher productivity
- Less fertiliser and chemical input



Real-Time

Productivity analysis



Value delivered:

- >\$5 million benefit in matching cane variety to soil type
- >\$20 million benefit from clean seed BMP
- Shifting 21% of Cane planting time from September to April – May would have yield benefit of \$3 Million worth of Cane.



HRIC v1.0: 1996-2006

- CANEGROWERS – Herbert River District
- CSR – Herbert River Mills
- Herbert Cane Productivity Services Ltd
- CSIRO Sustainable Ecosystems
- Department of Natural Resources and Mines
- Hinchinbrook Shire Council

.... providing improved access to information to assist better resource planning and management in the Herbert River Catchment.

HRIC v2.0: 2006-2015

- CANEGROWERS – Herbert River District
- Wilmar Sugar Australia
- Herbert Cane Productivity Services Ltd
- Hinchinbrook Shire Council
- Terrain NRM
- Bureau of Sugar Experiment Stations (BSES Ltd)

.... Using location based and geospatial solutions to help drive improved profitability and efficiency gains for our partners.

HRIC Strategy V1.0

Our Vision

The HRIC will be used by its partners and the wider community to ensure the ecologically sustainable development of the Herbert River Catchment.

Main Objectives

1. Data management
2. Capacity building
3. Relationship development and management

HRIC Strategy V2.0

Our Vision

Vibrant and sustainable communities actively supported by the HRIC.

Main Objectives

Manage geospatial technologies for better decision-making, by:

1. improving access to relevant information
2. improving capacity to use that information; and
3. identifying opportunities for working together across the community

Herbert Mapping Project 1994-1996

Cost: \$206 510 cash; \$141 000 in-kind = \$347 510 total

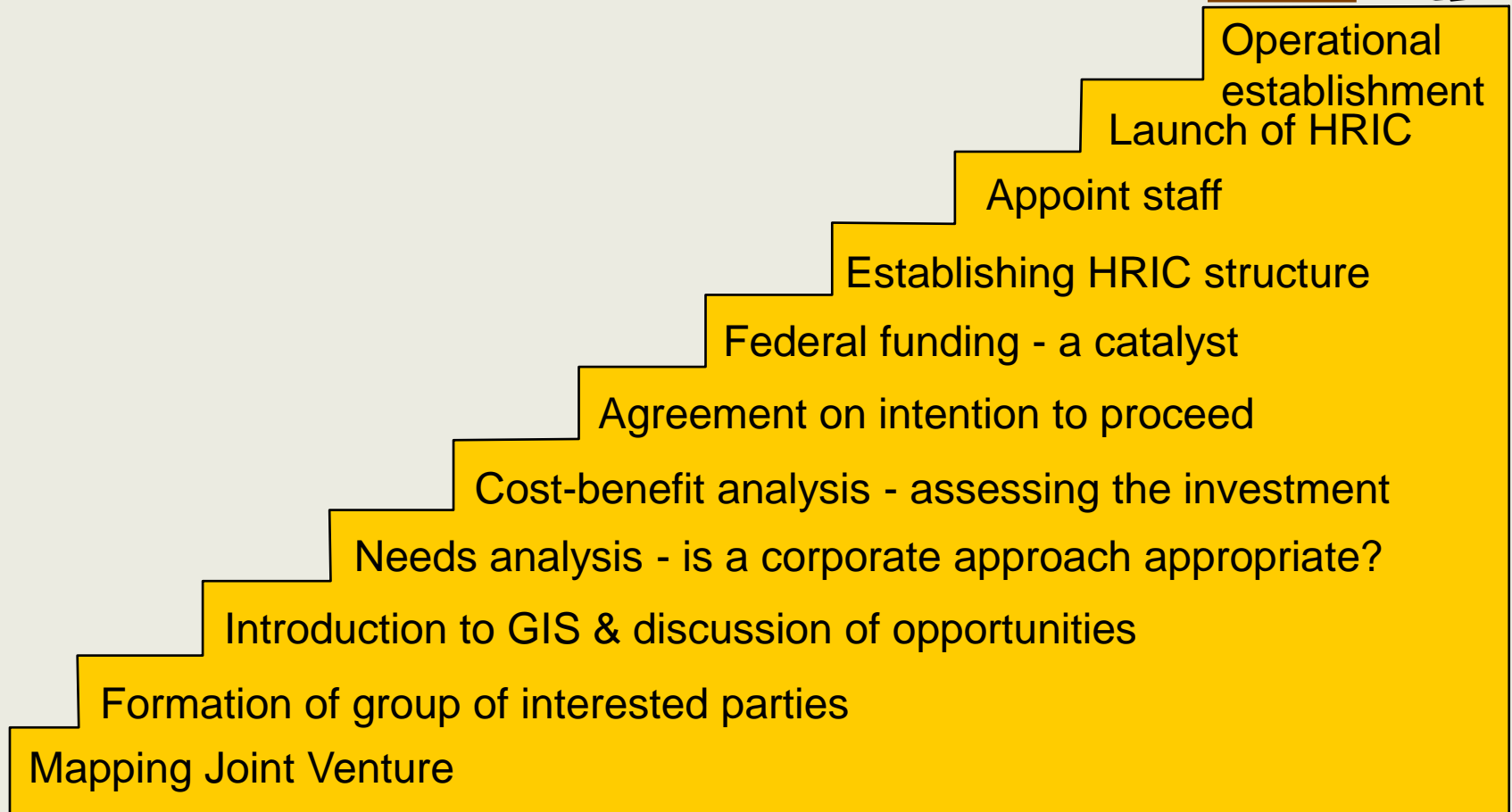
Participants were:

- Department of Lands
- Department of Primary Industries
- Department of Transport
- Department of Environment and Heritage
- CSR Herbert River Mills
- Herbert Cane Protection and Productivity Board
- CANEGROWERS - Herbert River District
- Hinchinbrook Shire Council
- CSIRO
- BSES

Mapped: contours, DEM, infrastructure, sugar cane etc.

End-result - hardcopy maps and digital data

HRIC Development Process



← 3 years →

Economic Benefits - 1998

Economic evaluation of the HRIC undertaken by Peter Hardman for QSIIC in 1998.

NPV \$19 million, B/C ratio 3.5 : 1 – through economies of scale and building on synergies.

Strategic collaborations exist to generate significant value for the partners – makes good business sense.

The HRIC provides JVP's with cost savings, economies of scale & the ability to tap new sources of assistance & synergies

HRIC Success?

Studies (1996, 1997 and 1998) carried out by the CSIRO and JCU have examined the impact of the HRIC on how participants and Joint Venture Partners (JVP's) conduct their business in the Herbert Region
– *has the HRIC been successful?*

Conclusion of improved:

- planning & implementation of data collection
- quality of data available for the Herbert catchment
- access to data
- collaboration

This has led to better informed decisions in resource management

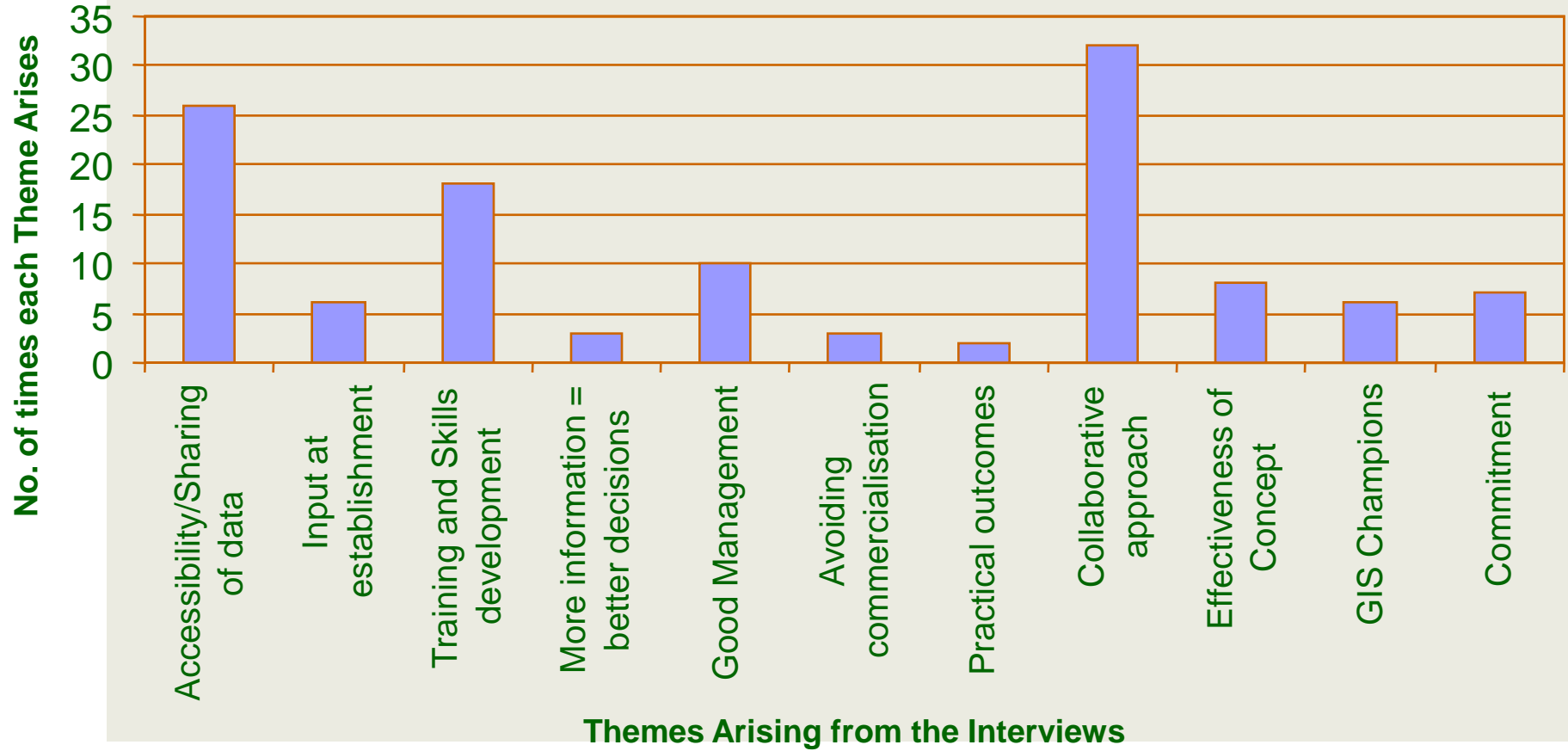
HRIC Success?

After nine years of successful operation a fourth study has examined why the HRIC has been successful from the point of view of participants and JVP's – *why has the HRIC been successful?*

Qualitative approach where the contents of the interviews are analysed based on themes that arise during those interviews.

Why Successful?

Perceptions of Success 2004



Why Successful? – Important Themes

Collaborative Approach

Reflecting the mission of the HRIC, this theme encapsulates the importance of co-operation.

“It is really important to have a strong ... relationship between the users of the HRIC information and the partner organisations - closer contact means greater sharing, and more fruitful relationships. There is heaps more co-operation between organisations in the Herbert region now than there was before the HMP and HRIC.”

“The HRIC has fostered trust, cooperation, and shared vision, to build a partnership base that is able to work together to address issues, and solve problems.”

“... collaboration had a great impact on the way people deal with other people in the partnership.”

Why Successful? – Important Themes

Data sharing/Accessibility of data

Reflects the importance of sharing and having access to the data provided through the HRIC.

“It’s the collaborative approach, and the fact that we are sharing information rather than making people pay for it - it makes the people come closer and the organisations get to form better relationships where they know what one another are doing, and the information they have.”

“The availability of information makes it easier to work with people.”

“The sharing of data has also fostered useful relationships. This melded organisations together and gave board members a sense of pride.”

Why Successful?

The Centre provides training and skills development

An important component of the HRIC's operations is the support it provides to the JVP's and to other collaborators.

“The HRIC has a large clientele, a large base of people it comes in contact with, and therefore has a huge potential to impact on the public. There is the educational component and the demonstrations and training which have made this HRIC a model for community based GIS in Australia.”

“I think the fact that they started to provide a lot of training was important, and a key element that got the HRIC's image up and trustworthy in the community. By this it was able to build a large base of users and if this user base had not grown, then the HRIC would not have had the need to continue.”

Why Successful? - Summary

The evaluation of success essentially shows what was expected (but important to substantiate hunch)

The perception of partners and collaborators of the HRIC is that its collaborative approach has been the most important factor in the Centre's success.

Collaboration is important in both the HRIC's process, and the outcomes the Centre has reached.

A strong collaborative process has

- improved trust between partners;
- improved opportunities for co-operation (within and even outside the HRIC);
- Improved the quality of data, and increased the resources available to get/make data;

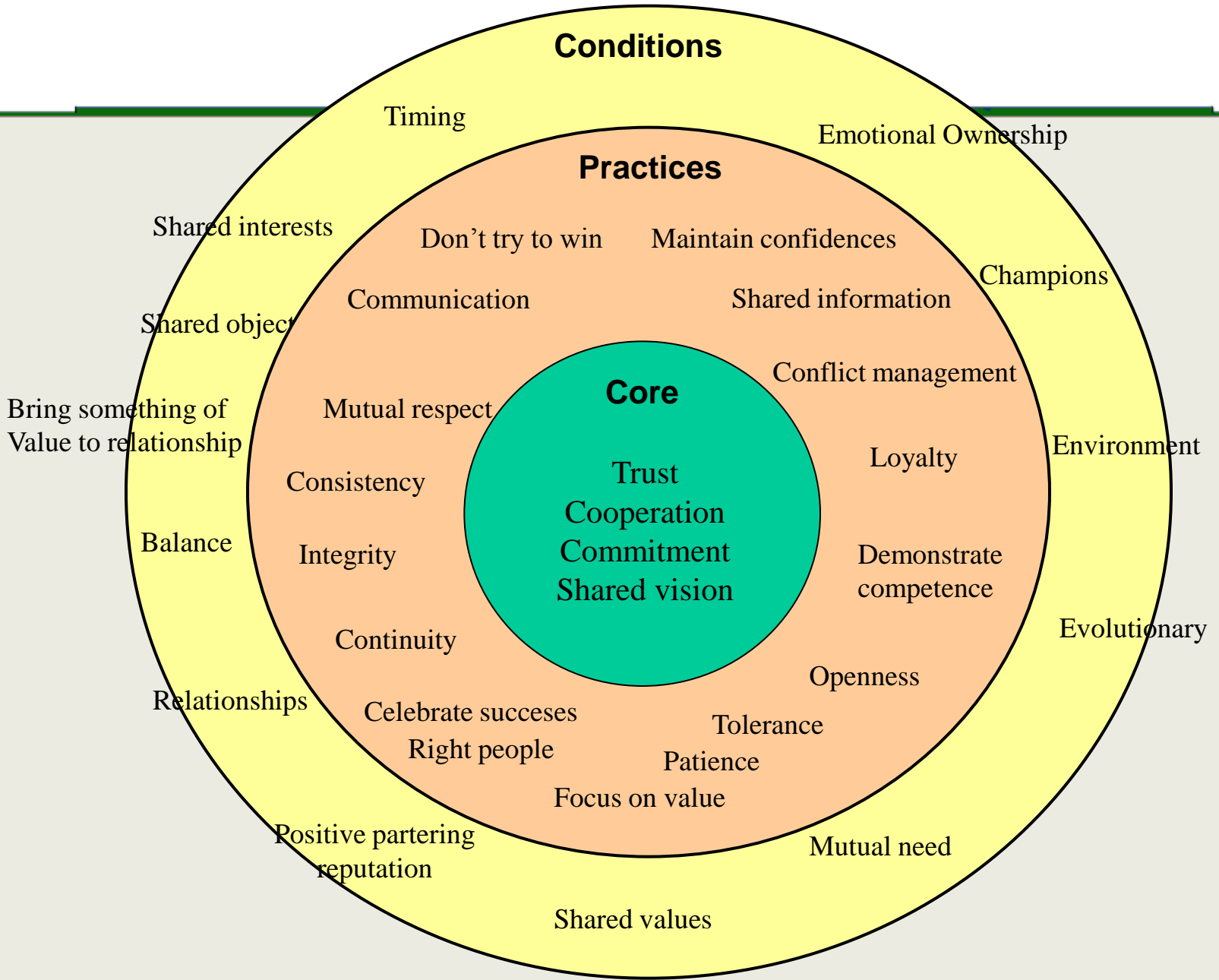
Recipe for Success

For a successful strategic alliance (PPP), you need mutual:

- **Trust** - moves the alliance from inertia to action. The essential intangible asset of a successful alliance
- **Cooperation** - creates an environment for growth
- **Commitment** - smooths out the potholes. Can't happen without emotional ownership of the alliance
- **Tolerance** - understanding of each alliance partner and their needs, allows them to create value in each others respective area of need



..... *and a good dose of **shared vision!***



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