

Vegetable Leadership Project 06/07

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Motomoda

Project Number: VG06128

VG06128

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**VG06128 Vegetable Leadership Project 06/07 (February
2007)**

**People Development and Leadership for the Australian
Vegetable Industry – a scoping study**

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Purpose of the report: The purpose of this project is to investigate the need for people development and leadership activities for members of the Australian Vegetable industry and to recommend appropriate projects for funding by the Industry Advisory Committee. A key part of this work includes identifying resources needed for the on-going management of people development and leadership activities.

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February 2007

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Summary

Media Summary (half page) To be completed for final report to HAL

Technical Summary (one page) To be completed for final report to HAL

Introduction

Purpose of the project

The purpose of this project was to investigate the need for people development and leadership (PD&L) activities for members of the Australian vegetable industry and to recommend appropriate projects for funding by the Industry Advisory Committee. A key part of this work was the definition of the resources needed for the on-going management of people development and leadership activities.

Part A of the report addresses the need for a people development and leadership (PD&L) resource for the Australian vegetable industry. The key points to note are:

- the proposal for a PD&L resource is a partnership between AUSVEG and AVIDG
- the proposal is for the resource to be fully funded through the AVIDG project for 15 months
- there is no obligation for vegetable levy payers to continue funding the resource beyond the 15 months
- if the proposal is agreed, there would be very clear and strong input from vegetable levy payers to activities to be undertaken through the AUSVEG Industry Development Manager.

Part B is in recognition that the Vegetable IAC People Development & Leadership Advisory Group will not be in place until June 2007 and is therefore not in a position to identify priority PD&L activities for funding 2007/08. Part B then covers the research that forms the basis of five project proposals to the IAC:

- Vegetable Industry Strategic Leadership Course
- Young Growers Tour to New Zealand/Produce Plus Conference
- Young Growers Tour to USA/PMA Fresh Summit Conference
- Australian Rural Leadership Program – Vegetable industry sponsorship
- Vegetable industry Australian Nuffield Farming Scholarship.

Materials and methods

Given the limited time and resources for this project, consultations were held with the following people to obtain guidance and direction beyond what was contained in the project brief:

John Roach	CEO, AUSVEG
Ross Ord	Industry Development Manager, AUSVEG
Brian Ramsay	Australian Vegetable Industry Development Group
David Ellement	Industry Development Officer, Vegetables WA
Simon Drum	Industry Services Manager, HAL
Fiona Hill	Industry Partnerships, Department of Agriculture, Fisheries and Forestry
Jim Geltch	CEO, Australian Nuffield Farming Scholars Association
Rob Patrick	Director, Programs and Development, Australian Rural Leadership Foundation
Joanne Kildea	Business Manager, Australian Rural Leadership Foundation
Cheryl Phillips	Changing Industries
Tony Filippi	Industry Development Officer, Murray Valley Citrus Board
Anthony Brandsema	J & A Brandsema Pty Ltd

A number of key industry documents were also reviewed, including Setting Directions, Vegvision 2020 and reports of previous young growers' tours. Details of reports consulted are included in the Bibliography.

Results

As a result of this project's research, a proposal for funding a dedicated PD&L resource was submitted to the AVIDG for consideration at their 7 February 07 meeting. This is described in Part A which follows. In addition, five project proposals were developed for specific PD&L activities identified in Part B of this project report. The individual project proposals are included in Attachment B.

Part A – A people development and leadership resource for the Australian vegetable industry

A review of the Setting Directions report, Vegvision 2020 and the Industry Leadership and Structure Scoping Study report indicates that the successful implementation of the proposed projects and initiatives will hinge on appropriate people development and leadership (PD&L). Discussions with industry stakeholders have confirmed that these activities are required at industry and enterprise level.

The reports refer to several projects which are clearly identified as needed to develop skills and knowledge in the industry workforce and leadership. These include the business skill development (Foundation Project 5) and the leadership project (Foundation Project 2). All seven Australian Vegetable Industry Development Group (AVIDG) foundation projects have or will require an investment in the development of industry personnel to ensure that the outcomes of the projects are implemented.

Attachment A summarises the seven AVIDG foundation projects and notes where PD&L activities are required to support their implementation.

The need for a PD&L resource has been identified also by other primary industries engaged in change and industry development, for example, the Australian dairy and seafood industries.

Typically, a PD&L investment plan will include a mix of longer term objectives and activities as well as the flexibility to respond, at least in the initial stages, to emerging or urgent needs, or to new opportunities or initiatives. With a resource in place, these activities can be managed strategically and industry investment coordinated over the relatively longer term.

The Australian vegetable industry does not have centralised or other resources to undertake the coordination and other activities essential to implement and maintain the required PD&L activities flowing from Setting Directions and Vegvision 2020. Research conducted for Part B of this project also supports the need for a PD&L resource to undertake specific project activities. Accordingly, as a result of direction received during consultations, a proposal for funding for a vegetable industry PD&L resource was developed and submitted for consideration by the AVIDG. The main thrust of this proposal is summarised below.

Please note: this proposal for a PD&L resource is provided for information only as it was subject to a separate proposal considered by the AVIDG steering committee at its meeting of 7 February 2007. Outcomes of the AVIDG's deliberations on this will be presented at the Commodity Groups' meeting on 6 March 2007.

The role of the proposed PD&L resource

The PD&L resource would be full time and would work closely with two main groups:

- AVIDG project managers and consultants who are designing and implementing projects arising from Setting Directions, Vegvision 2020 and the Industry Leadership and Structure Scoping Study.
- AUSVEG - part of the team required to implement levy-funded R&D projects identified by the Vegetable IAC Leadership & People Development Advisory Group¹ needed to achieve Vegvision 2020.

The PD&L resource would be appointed for an initial period of 15 months with no obligation on vegetable levy payers to continue funding for the PD&L resource after that period. Any continued investment in a PD&L resource by the vegetable industry would be on the basis of demonstrated progress in implementing the PD&L components of AVIDG foundation projects and other agreed PD&L activities.

Work to be undertaken by the proposed PD&L resource

1. Develop a People Development and Leadership Investment Plan for the vegetable industry. This plan would be informed by recommendations relating to PD&L included in the reports mentioned above and may include the following:
 - identifying PD&L activities to support implementation of AVIDG foundation projects and the adoption of project outcomes
 - developing an operational plan to implement selected PD&L activities that support AVIDG foundation projects
 - managing the business skills foundation project
 - developing an operational plan to address the priorities determined by the Vegetable & Potato Industry Advisory Committee (IACS) which will include (subject to IAC approval):
 - vegetable industry strategic leadership course
 - young growers tours
 - industry participation in the Australian Rural Leadership Program and the Australian Nuffield Farming Scholarship
 - other activities as determined by the IACs
2. Provide a PD&L focus for all seven AVIDG foundation projects, in conjunction with AVIDG project managers/consultants
3. Develop and implement processes and criteria to select industry nominees to externally-managed PD&L programs to ensure optimum investment of vegetable industry resources for future industry benefit
4. Promote and provide assistance to explicitly incorporate PD&L components in the design of all R&D projects and work with the national extension coordinator

¹ Being formed June 2007 as part of the review of the vegetable levy R&D process

5. Research, coordinate and prepare draft submissions to PD&L related inquiries, including parliamentary committee inquiries, to ensure that the views of the vegetable industry are put in the appropriate forums
6. Coordinate and facilitate industry engagement with organisations such as the Agrifood Industry Skills Council and state-based primary industry training bodies.

Reporting

The PD&L resource would report to a Steering Committee that would include representatives from all vegetable commodity groups, not just those subject to the vegetable levy, and representatives through the supply chain. The committee would include an AUSVEG representative.

Budget

The budget for the PD&L resource is based on the co-location of the PD&L resource with existing industry accommodation. Other arrangements would require additional investment.

The total cost of the resource is \$173,600 and covers salary, office support, computer, mobile phone, travel and accommodation, steering committee meetings (face to face and teleconferences), administration and project management. This is for the 15 month period beginning April 2007- end June 2008. After that, the vegetable industry may choose to fund continuing or new PD&L activities. This would be subject to achievement of strategic PD&L priorities identified by the vegetable industry and its Industry Advisory Committees.

Part B – People development and leadership activities for the Australian vegetable industry

People development and leadership initiatives undertaken by a range of primary industries were reviewed and considered for their relevance and usefulness as models for the vegetable industry. Information was gained through discussion with individuals, including industry development officers and by reviewing written reports of activities and research undertaken.

The activities described in the following section are broadly representative of industry people development and leadership activities and programs undertaken over the last five years. The list is not exhaustive and it is acknowledged that there are likely to be other PD&L programs, for example those funded by state government agencies or conducted by higher education or research institutes that may be of interest to vegetable industry members.

As an outcome of this research, five projects are proposed for funding for 2007/2008. These are:

- Vegetable Industry Strategic Leadership Course
- Young Growers Tour to New Zealand/Produce Plus Conference
- Young Growers Tour to USA/PMA Fresh Summit Conference
- Australian Rural Leadership Program – Vegetable Industry sponsorship
- Vegetable industry Australian Nuffield Farming Scholarship.

Separate project proposals using the HAL proforma are included for each of the five projects (refer **Attachment B**).

What have other industries done?

In addition to the personal development activities undertaken by motivated individuals, a number of primary industries have committed at the industry level to people development and leadership programs. This commitment has taken a number of forms:

1. Through their R&D corporations, a number of primary industries are engaged in the Rural Industries R&DC-managed capacity building program. Activities under this program include research on farmers' participation in extension and professional development activities and into preferred types of training.
2. Nomination of industry members to externally-managed programs, such as the Australian Rural Leadership Program, Australian Nuffield Farming Scholarships, various programs managed by Department of Agriculture Fisheries and Forestry (DAFF) and Australian Institute of Company Directors programs.

3. Cooperative Research Centres have also been significant enablers of people development and leadership, for example the Research to Practice series of workshops and seminars conducted by the CRC for Viticulture.
4. Design and delivery of customised programs to develop industry leadership attributes in a cohort of young people. These programs have been conducted at national, state and/or regional levels, for example:
 - Citrus industry – has conducted 4 programs with a regional focus, in South Australia and the Murray Valley
 - Dairy industry - conducted programs at both state and national levels, supported by Australian Dairy Farmers
 - Grains industry - *Research Horizons* program supported by the Grains R&DC
 - Seafood industry - the *Advance in Seafood* National Leadership Development Program, supported by the Fisheries R&DC
 - Sugar industry - the State based *Impact on Sugar* Industry Training Program, supported by the Sugar R&DC.

These programs have common features:

- high level and high profile industry ownership and support
- require considerable investment (financial and other) from both the industry, usually under the auspices of the peak industry body and the R&DC, and from the participants
- focus on communication, planning, management, networking, professionalism
- development of a strategic view at some or all of regional, state/territory, national and international levels
- involve participants from each stage of the supply chain
- encourage and achieve participation from men and women, languages other than English (LOTE) and indigenous members in proportions that reflect the broad base of people working in the industry
- encourage alliances and professional links between participants
- involve experiential learning rather than taking an academic approach, for example:
 - may expose participants to new environments and experiences, such as through field visits
 - require participants to design and complete a work-related project of benefit to the industry
- place current and emerging issues, such as sustainability, environmental management and resource sharing in an industry context

- introduce participants to key ‘movers and shakers’ in their industry, primary industry in general, politics and business
- provide mentors and develop understanding of the benefits of a mentoring relationship
- link to other leadership and people development programs, for example as a ‘feeder’ program or an advanced program
- may have an ‘alumni’ program to facilitate the continued engagement of participants in networking and industry development initiatives.

A typical program will have a format similar to the following:

- conducted annually
- conducted over six months
- two to three residential sessions, each of about 2 – 3 days, held in varying locations of relevance to the industry (for example the sugar industry held residential sessions in Ayr and Mission Beach and the seafood industry sessions were held at the Sydney Fish Markets and Canberra)
- design and implementation of an industry project (group or individual)
- access to a mentor
- graduation where participants present projects to a high level audience, including Federal Ministers and other ‘movers and shakers’.

Some programs are formally linked to nationally endorsed competency standards and encourage participants to complete competency-based assessment activities. In all cases, programs are designed on the principle that leadership is based on competency and that this can be developed in individuals to the benefit of the industry.

What leadership and people development programs has the vegetable industry been involved with?

To date the PD&L focus for members of the Australian vegetable industry has been on:

- Young Growers Tours to New Zealand/Produce Plus Conference and to the USA/PMA Fresh Summit Conference
- Australian Rural Leadership Program
- Australian Nuffield Farming Scholarship
- Young Rural Leaders course (DAFF)

Young Growers Tours

A number of young growers' tours have been held in previous years, for example those to New Zealand in 2001, 2002 and 2005 and last year's tour to the USA. These were funded under varying arrangements including significant voluntary contributions.

Reports have confirmed these visits have been successful in developing a cohesive group of young growers, exposing them to modern business practices such as the development of strategic alliances with others in the same industry, introduction to technological innovations adopted by overseas growers and appreciation of strategies for increasing knowledge of domestic and international markets.

These tours have been planned to coincide with significant international industry events such as the Produce Plus conference in New Zealand and the Produce Marketing Association's annual Fresh Summit conference in the USA. Such conferences allow participants to learn from speakers with global reputations and the associated exhibitions showcase innovative technology with application in Australia.

Key lessons that previous participants learned from these experiences include:

- cooperation between growers is essential if individual enterprises and the industry as a whole are to compete successfully in the global market
- open and honest communication and good relationships between growers and retailers has benefits for both parties
- marketing should focus on the consumer and how they are likely to use the produce. Taste is critical.
- attention to quality in all stages of the supply chain is critical
- price is not the only aspect in sales
- an increased understanding of their own industry on a national and international level
- different perspectives on export held by overseas growers compared with most Australian growers.

Benefits for the vegetable industry include:

- closer contact between young Australian and USA/New Zealand growers
- enhancement of cooperative relationships, for example between Australia and New Zealand industry supporting the two Governments' Closer Economic Relations policy
- increased exposure of the young growers within industry circles in Australia through written profiles of participants in Vegetables Australia and other industry publications and verbal presentations to state associations
- identification of new industry leaders through observation of participants acting in a 'representational' role on behalf of the Australian vegetable industry
- professional development of a young industry leader (eg, Industry Development Officer) as tour leader through exposure to international issues, industry developments tour coordination and engagement with a cohort of young leaders
- selection process can identify other young leaders with potential for further development
- the increased and visible Australian presence at international events.

Australian Rural Leadership Program

The objective of the Australian Rural Leadership Program is to identify, develop and support committed rural and regional leaders to become inspired and highly effective industry players at regional, state, national and international levels.

Sessions, held in different locations each time, involve a combination of discussions, presentations, workshops, debates and visits. The Kimberley session is an outdoor, experiential leadership development activity. There is also an overseas study tour. There is a total of 60 contact days over 18 months. Each course is made up of 30-35 participants.

The following vegetable industry members have participated in previous courses. Vegetable industry levy funds were not used but assistance was provided by HAL and, (in most cases) their employers:

- Dominic Calabro (Harvest Fresh Cuts/Vegco Pty Ltd Bairnsdale VIC) sponsored Horticulture Australia and Vegco Pty Ltd
- Tim McAuliffe (Harvest Fresh Cuts/Vegco P/L Bairnsdale VIC) sponsored Horticulture Australia and Vegco P/L
- Robert Gray (the Harvest Company, Brisbane QLD) sponsored by Horticulture Australia/the Harvest Company
- Tom Collins (the Harvest Company, Brisbane QLD) sponsored by Horticulture Australia/the Harvest Company – Horticulture Leaders Scholarship
- Cheryl Rix (Wentworth NSW) sponsored by Horticulture Australia – Horticulture Leaders Scholarship

Benefits for the vegetable industry include:

- high level professional development for an Australian vegetable industry leader
- access to current information about new and innovative farming and supply chain practices adopted by other sectors and international competitors
- increased profile for the Australian vegetable industry through its sponsorship and engagement in the ARLP program
- linkages with other industry sectors and organisations
- selection process will identify other young leaders with potential for further development
- networking opportunities with other sponsoring organisations across all industry and community sectors
- access to the future leaders of rural and regional Australia
- strategic sponsoring participant contact through formal written reports, briefings and presentations
- access to the Graduate Network comprising over 360 graduates and participants for information, updated leadership related issues and a Think Tank for solutions focused consultancy.

Australian Nuffield Farming Scholarships

The Australian Nuffield Farming Scholars Association (Nuffield) awards scholarships each year to farmers in Australia. The objective is to increase practical farming knowledge, management skills and techniques and provide opportunities for the further development of leadership attributes and skills. Nuffield scholarships give the opportunity to study farming practices in Europe, Asia and North America and those countries best suited to the Scholar. They also promote a closer understanding between farmers in the countries visited.

Upon returning to Australia it is expected that Scholars will actively spread the knowledge and understanding they have gained among their fellow farmers and others.

Recent Nuffield scholars working in the vegetable industry include:

- Camilla Philip (2006)
- Anthony Brandsema (2005)
- Jonathan Shaw (2004)
- Sandra Kirk (2003)

It is believed that none of these scholars were assisted by vegetable levy funds.

A typical program will comprise:

- a pre-tour briefing to meet other Scholars and update on domestic and international agricultural issues
- participating in the Global Focus Program. This involves spending six weeks in New Zealand, Europe and North America investigating agricultural marketing, trade and environmental issues, and experiencing the social and cultural aspects of each region.
- meeting with Nuffield Scholars from UK, Ireland, New Zealand, Canada, Zimbabwe and France
- undertaking an individual study program in the country or countries of choice
- completing the individual study program and submitting a written report within 8 months of starting the Global Focus Program. High level professional development for an Australian vegetable industry leader
- access to current information about new and innovative farming and supply chain practices adopted by international competitors
- increased profile for the Australian vegetable industry through its sponsorship and engagement in the Nuffield program
- selection process will identify other young leaders with potential for further development.

Young Rural Leaders Course (DAFF)

This course was fully funded by DAFF and therefore vegetable levy funds were not used. The course has been replaced by a new program in 2007 and details of this are included at **Attachment C**.

Deanna Bedggood (Queensland) participated in Young Rural Leaders' Course 2005.

Leadership and people development activities proposed for 2007/2008

Given the time frame for implementing Setting Directions and Vegvision 2020, and the proposed changes to the Industry Advisory Committee arrangements, it is essential that some supporting PD&L activities are undertaken in the immediate future.

Decisions on industry involvement in these activities need to be taken now if the industry is to reap the benefits and to signal to all stakeholders, including funding bodies and industry members, that the industry has significant interest and expectations in these areas. Proposed activities are:

- Vegetable Industry Strategic Leadership Course to commence in 2007.
- Young Growers Tour to New Zealand/Produce Plus Conference in August 2007
- Young Growers Tour to USA/PMA Fresh Summit Conference in October 2007
- Australian Rural Leadership Program – Vegetable industry sponsorship for Course 15
- Vegetable industry Australian Nuffield Farming Scholarship to commence in 2007

In order to facilitate decision making, these activities have been framed as individual project proposals for consideration by the IAC. The proposals are included at **Attachment B**.

The total costs of the five proposed projects are:

Project	VC (total per activity)	Levy funds	HAL matched funds	Total
Vegetable Industry Strategic Leadership Course	\$25,200	\$40,950	\$66,150	\$132,300
Young Growers Tour to New Zealand (based on 10 growers)	\$6,600	\$12,175	\$18,775	\$37,550
Young Growers Tour to USA (based on 10 growers)	\$31,000	\$27,825	\$58,825	\$117,650
Australian Rural Leadership Program	\$4,000	\$22,250	\$26,250	\$52,500
Vegetable Industry Australian Nuffield Farming Scholarship	\$4,725	\$18,900	\$23,625	\$47,250
TOTAL	\$71,525	\$122,100	\$193,625	\$387,250

In addition, details are provided of two DAFF- funded initiatives that it is believed would be of benefit to vegetable industry members. As the vegetable industry is not required to commit funds, other than those that would be expended in making targeted individuals aware of the programs and encouraging them to apply, details are provided for information only. These programs are described at Attachment C.

Recommendations

It is recommended that the Australian vegetable industry supports the funding and implementation of the following five proposed projects:

- Vegetable Industry Strategic Leadership Course to commence in 2007.
- Young Growers Tour to New Zealand/Produce Plus Conference in August 2007
- Young Growers Tour to USA/PMA Fresh Summit Conference in October 2007
- Australian Rural Leadership Program – Vegetable Industry sponsorship for Course 15
- Vegetable Industry Australian Nuffield Farming Scholarship to commence in 2007.

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Anderson Alison, (NSW IDO), August 2005, *Developing strategic alliances with New Zealand vegetable Industry – study tour for young growers*

Australia and New Zealand Young Growers PMA Fresh Summit 2006 Tour Report (Australian contingent)

Australia and New Zealand Young Growers PMA Fresh Summit 2006 Tour Report (New Zealand contingent)

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AUSVEG, *Vegetables Australia*

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Ellement, David, (Vegetables WA, IDO) 2002, *Young Vegetable and Potato Growers Tour to New Zealand*

Fisheries Research and Development Corporation, April 2006, *A Review of People Development in the Australian Fishing Industry, Final Report*

Horticulture Australia Ltd, October 2005, *Vegetable Growers with a Language Other Than English*

Horticulture Australia Ltd, 2006, *Australian Vegetable Review 2006*

Ord, Ross (AUSVEG IDM), November 2006, *Young Vegetable Growers Tour to USA- a unique professional development activity*

Attachment A

Australian Vegetable Industry Development Group foundation projects and supporting PD&L activities

AVIDG Foundation Projects	Setting Directions Recommendations	Supporting PD&L activities
1. Development of an Australian Vegetable Industry strategic plan	Strengthen the industry's capacity to develop and implement visionary and feasible industry plans (R13)	Develop a PD&L investment plan Enhance industry planning capacity and skills
2. Leadership and industry structures	<p>Increase whole of industry engagement and representativeness in industry bodies (R11)</p> <p>Develop industry leadership capabilities (R12)</p> <p>Strengthen the industry's capacity to develop and implement visionary and feasible industry plans (R13)</p>	<p>Develop a PD&L investment plan</p> <p>Build professional capacity of AUSVEG Board and management and its member organisations</p> <p>Facilitate executive network ('industry champions') across the supply chain</p> <p>Support a young growers/exporters/innovators network</p> <p>Develop industry mentoring program for local leadership</p> <p>Enhance industry planning capacity and skills</p> <p>Facilitate access to corporate governance programs</p> <p>Identify and develop future leaders – vegetable industry strategic leadership course, young growers tours, Australian Rural Leadership Program, Nuffield</p>
3. Industry information and decision support framework	<p>Address market knowledge gaps to enable domestic and export market growth (R15)</p> <p>Improve efficiency in how information is collected, maintained and distributed (R16)</p>	<p>Leadership to participate in grower information exchange</p> <p>Adoption of results of food service sector study</p> <p>Use of market analyses</p>

4. Industry benchmarking	Develop and implement a benchmarking strategy for the industry including communication of benchmarking results (R7)	Enhance understanding of and ability to develop enterprise and industry processes to analyse and compare performance Leadership to participate in benchmarking
5. Business skill development	Improve the business skills and management of growers (R18)	Develop a program of business skills development specifically tailored to vegetable industry needs Raise business skills of staff and others dealing with growers Link to other foundation projects that include outcomes that will enhance performance of enterprises
6. Global comparative analyses	Identify and monitor cost structures and market strategies of leading overseas competitors (R6)	Adoption of results of global benchmarking study Development and adoption of continuous improvement plans and strategies Nuffield, young growers tours
7. Market development	Develop and leverage points of difference for Australian products (R1)	Leadership to build relationships along supply chain Adoption of results of targeted strategy relating to food service sector

Attachment B

Project Proposals

- Vegetable Industry Strategic Leadership Course
- Young Growers Tour to New Zealand/Produce Plus Conference
- Young Growers Tour to USA/PMA Fresh Summit Conference
- Australian Rural Leadership Program – Vegetable industry sponsorship
- Vegetable industry Australian Nuffield Farming Scholarship.

Vegetable Industry Strategic Leadership Course

Summary

The Australian vegetable industry's strategic plan Vegvision 2020 has a vision to double the 2006 value of fresh, processed and packaged vegetables by 2020. To achieve this, the industry requires effective people development and leadership and the engagement of young industry members in the industry's strategic development.

Vegvision 2020 Strategies addressed by this project include:

- 3.1 Enhancing human resource capacity across the supply chain
- 3.2 Establishing efficient and cooperative supply chain relationships
- 3.3 Promotion of best-practice business models across the supply chain
- 4.3 Improving technical, business and financial information services
- 4.4 Improving information services to policy makers and the media
- 5.2 Upgrading leadership development and succession planning
- 5.3 Improving industry communication and change management

In addition, this project supports a number of key recommendations from Setting Directions and will contribute to the outcomes of the following AVIDG foundation projects:

- 1. Development of an Australian Vegetable Industry strategic plan
- 2. Leadership and industry structures
- 3. Industry information and decision support framework
- 4. Industry benchmarking
- 5. Business skill development
- 7. Market development

This project will provide the industry with a cohort of young outward looking leaders who will be willing to pursue industry development, domestic market and export opportunities through strategic partnerships and alliances and who have the ability to influence the attitudes of their peer group.

This application is for funding to cover the design and delivery of a vegetable industry strategic leadership course for 15 participants. The total cost of the project is \$126,000 of which \$25,200 is met through voluntary contribution.

Background

In addition to the personal development activities undertaken by motivated individuals, a number of primary industries have committed at the industry level to people development and leadership programs.

A key initiative undertaken by a number of industries is the development and delivery of customised programs to develop industry leadership attributes in a cohort of young people. These programs have been at national, state and/or regional levels, for example:

Citrus industry– has conducted 4 programs with a regional focus, in South Australia and the Murray Valley

Dairy industry – has conducted programs at both state and national levels, supported by Australian Dairy Farmers

Grains industry - *Research Horizons* program supported by Grains R&DC

Seafood industry - the *Advance in Seafood* National Leadership Development Program, supported by the Fisheries Research and Development Corporation

Sugar industry - the State based *Impact on Sugar* Industry Training Program, supported by the Sugar R&RC

These programs have common features:

- high level and high profile industry ownership and support
- require considerable investment (financial and other) from both the industry, usually under the auspices of the peak industry body and the R&DC, and from the participants
- focus on communication, planning, management, networking, professionalism
- development of strategic view at some or all of regional, state/territory, national and international levels
- involve participants from each stage of the supply chain
- encourage and achieve participation from men and women, LOTE and indigenous members in proportions that reflect the broad base of people working in the industry
- encourage alliances and professional links between participants
- involve experiential learning rather than taking an academic approach, for example:
 - may expose participants to new environments and experiences, for example through field visits
 - require participants to design and complete a work related project of benefit to the industry
- place current and emerging issues, such as sustainability, environmental management and resource sharing in an industry context
- introduce participants to key ‘movers and shakers’ in their industry, primary industry in general, politics and business
- provide mentors and develop understanding of the benefits of a mentoring relationship
- link to other leadership and people development programs, for example as a ‘feeder’ program or an advanced program
- may have an ‘alumni’ program to facilitate the continued engagement of participants in networking and industry development initiatives.

A typical program will have a format similar to the following:

- conducted annually
- conducted over a six – nine months period
- two to three residential sessions, each of about 2 – 3 days, held in varying locations of relevance to the industry (for example the sugar industry held residential sessions in Ayr and Mission Beach and the seafood industry sessions were held at the Sydney Fish Markets and Canberra)
- design and implementation of an industry project (group or individual)
- access to a mentor
- graduation where participants present projects to a high level audience, including Federal Ministers and other ‘movers and shakers’.

While some programs are formally linked to nationally endorsed competency standards, in all cases programs are designed on the principle that leadership is based on competency and that this can be developed in individuals to the benefit of their industry.

The proposed vegetable industry program

The project will have two main components:

Part 1 – designing a customised strategic leadership course to meet the needs of the vegetable industry. This will involve activities such as surveying industry members, conducting focus groups of current and aspiring leaders and developing scenarios and activities that are both relevant to participants and challenging.

Part 2 – facilitating the course, which will include three residential sessions, suggested locations are Adelaide (Virginia Horticulture Centre), Gosford (Gosford Horticultural Institute, National Centre for Greenhouse Horticulture, Postharvest Horticulture Group) and Canberra (access to parliamentarians and senior government officials).

Subsequent courses would require considerably less design and so the cost of future courses would be significantly lower.

Outputs

The outputs of the project are as follows:

1. Individual reports of participants work-based projects. Applicants will be required to provide details on how they will disseminate their project findings.
2. Course evaluation report
3. Articles in *Vegetables Australia* and other industry publications.

Outcomes

1. A customised strategic leadership training program for a group of 15 participants, that would provide a model for future courses
2. Identification of new industry leaders through observation of participants and evaluation of their projects
3. Formation of a network of young Australian growers

4. Increased exposure of the young growers within industry circles in Australia through access to key industry personnel, decision makers and other stakeholders, written profiles of participants in Vegetables Australia and other industry publications and verbal presentations to state associations
5. Feeder group for selection for further leadership development opportunities,
6. Skills to participate on higher industry committees and to represent the industry.

Industry Adoption

Who is the target audience?

Young Australian vegetable growers (age group 25 – 35) who meet the selection criteria with representation from each state providing essential criteria met.

What are the strategies for adoption including timeframe?

Outcomes from the project will be realised over an extended timeframe. The impact of the experience will vary for each participant. Nominating state associations will be encouraged to develop a plan with participants to ensure that participants are able to contribute in an active and visible way to the industry's future growth.

How will the proposal's outcomes be evaluated?

Project reports from individual participants, and report from the course facilitator will include proposals for implementing key lessons.

Course participants will be tracked to identify whether they have gone on to take on leadership roles within the industry.

Critical success factors/impediments to adoption

- selection of suitable participants - this is the key success factor
- course design
- links with nominating and sponsoring organisations
- engagement of significant stakeholders in the program (for example as mentors, invitees to graduation dinner)
- calibre of course facilitator and quality/efficiency of administrative arrangements
- level of coverage of the program and the participants in local and national press.

Methodology

Selection criteria will be developed and are likely to include:

- how both the participant and the industry will benefit from the program (this could include future roles for the participant, possible projects to be undertaken as part of the program, dissemination of project outcomes etc)
- how the participant's leadership attributes and potential have already been demonstrated.

Each state vegetable organisation will be invited to nominate three young vegetable growers, preferably in the age group 25 – 35 years. Each nomination will need to address selection criteria and demonstrate support from the State organisation. 15 young growers will be selected.

A limited tender process will be conducted to select a suitable consultant to design and facilitate the program.

IP

None.

Resource Allocation

Budget

The budget for this project was developed with advice from other industry groups that have conducted similar courses. It includes \$65,000 for course delivery (to cover facilitators time, venue and accommodation for participants and materials), \$20,000 for course design and \$41,000 for travel for 15 participants to three locations (Adelaide, Canberra and Gosford)

The travel budget is based on 2 participants from Adelaide, Perth, Hobart, Melbourne, Sydney, Brisbane, Darwin and one from Canberra – travelling using QANTAS Flexisaver fares.

Item	Cost
Voluntary contribution	\$25,200
Vegetable levy funds	\$40,950
Matched funds	\$66,150
Total cost	\$132,300

Activities

Milestone No 1 Due 1/08/2007	Description: <ul style="list-style-type: none"> • Agreement signed, voluntary contribution received 	Amount \$40,000
Milestone No 2 Due 1/11/2007	Description: <ul style="list-style-type: none"> • Development of specifications for limited tender for consultant to undertake design and facilitation of course • Selection of consultant • Design of customised course • Selection of participants Criteria: Acceptance of report covering above activities	Amount \$40,000
Milestone No 3 Due 1/05/2008	Description: <ul style="list-style-type: none"> • Course held Criteria: Acceptance of report covering above activities	\$30,000

Milestone No 4 Due 11/11/06/2008	Description <ul style="list-style-type: none">• Evaluation of course Criteria: Acceptance of report covering above activities	\$21,300
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Young Growers Tour New Zealand July – August 2007

Summary

The Australian vegetable industry's strategic plan Vegvision 2020 has a vision to double the 2006 value of fresh, processed and packaged vegetables by 2020. To achieve this, the industry requires effective people development and leadership and the engagement of young industry members in the industry's strategic development.

Vegvision 2020 Strategies addressed by this project include:

- 1.1 Targeting global and domestic consumer market research
- 2.1 Building competitive advantage for domestic and export markets
- 2.3 Developing and commercialising new products and services
- 3.1 Enhancing human resource capacity across the supply chain
- 3.2 Establishing efficient and cooperative supply chain relationships
- 3.3 Promotion of best-practice business models across the supply chain
- 4.3 Improving technical, business and financial information services
- 5.2 Upgrading leadership development and succession planning
- 5.3 Improving industry communication and change management

In addition, this project supports a number of key recommendations from Setting Directions and will contribute to the outcomes of the following AVIDG foundation projects

2. Leadership and industry structures
4. Industry benchmarking
5. Business skill development
6. Global comparative analyses
7. Market development

This project will provide the industry with a cohort of young outward looking leaders who will be willing to pursue export market opportunities through strategic partnerships and alliances and who have the ability to influence the attitudes of their peer group.

This application is for funding to cover a nine day Young Growers tour to New Zealand in July – August 2007 to coincide with the Horticulture New Zealand's annual conference. The 2007 New Zealand tour will include 10 participants and an Australia-based tour leader. Total cost of the project is \$37,550, of which \$6,600 is met through voluntary contribution from tour participants.

Background

A number of young growers' tours have been held in previous years, for example those to New Zealand in 2001, 2002 and 2005 and the 2006 tour to the USA. Reports have

confirmed these visits have been successful in developing a cohesive group of growers, exposing them to modern business practices such as the development of strategic alliances with others in the same industry, introduction to technological innovations adopted by overseas growers and appreciation of strategies for increasing knowledge of domestic and international markets.

Key lessons that previous participants learned from this experience include:

- cooperation between growers is essential if individual enterprises and the industry as a whole are to compete successfully in the global market
- open and honest communication and good relationships between growers and retailers has benefits for both parties
- marketing should focus on the consumer and how they are likely to use the produce. Taste is critical.
- attention to quality in all stages of the supply chain is critical
- price is not the only aspect in sales
- an increased understanding of their own industry on a national and international level
- different perspectives on export held by NZ growers compared with most Australian growers.

Outputs

The outputs of the project are as follows:

1. Group report of the activities and experiences of the group for broad dissemination. Applicants will be required to provide details on how they will disseminate information etc they gain on the tour.
2. Articles in Vegetables Australia and other industry publications.

Outcomes

1. An escorted tour of young vegetable growers to Christchurch and Nelson areas of New Zealand and participation in the Produce Plus Conference in Christchurch
2. Exposure to technological, marketing and business development initiatives being undertaken by New Zealand growers
3. Closer contact between young Australian and New Zealand growers
4. Enhancement of the cooperative relationship between Australia and New Zealand industry (part of the two Governments' Closer Economic Relations policy)
5. Increased exposure of the young growers within industry circles in Australia through written profiles of participants in Vegetables Australia and other industry publications and verbal presentations to state associations
6. Identification of new industry leaders through observation of participants acting in a 'representational' role on behalf of the Australian Vegetable industry

7. Professional development of a young industry leader (e.g. an Industry Development Officer) as tour leader through exposure to international issues, industry developments tour coordination and engagement with a cohort of young leaders.

DRAFT Program		
Day 1	Friday 27 th July 2007	Group assembles, briefing HAL office Sydney
Day 2	Saturday 28 July 2007	travel Sydney/Christchurch
Day 3	Sunday 29 July 2007	Field visits Christchurch - field vegetables, potatoes and greenhouse vegetables, Heinz Wattie processing facility
Day 4	Monday 30 July 2007	Field visits Christchurch
Day 5	Tuesday 31 July 2007	Produce Plus, Christchurch
Day 6	Wednesday 1 August 2007	Produce Plus, Christchurch
Day 7	Thursday 2 August	2007 Produce Plus, Christchurch, travel by bus to Nelson
Day 8	Friday 3 August 2007	Field visits Nelson - large diversified growers, including growers with a good range of field crops and covered crops, large packing facility
Day 9	Saturday 4 August 2007	Travel Nelson/Wellington/Sydney/home

Industry Adoption

Who is the target audience?

Young Australian vegetable growers (age group 25 – 35) who meet the selection criteria with representation from each state providing essential criteria met.

What are the strategies for adoption including timeframe?

Outcomes from the project will be realised over an extended timeframe. The impact of the overseas experience will vary for each participant.

How will the proposal's outcomes be evaluated?

Reports from individual participants, a group report and report from the Australian tour leader will identify lessons learned and include proposals for implementing key lessons.

Tour participants will be tracked to identify whether they have gone on to take on leadership roles within the industry.

Critical success factors/impediments to adoption

- selection of suitable participants - this is the key success factor
- tour design, including field visits– covering enterprises growing crops of interest as well as providing new experiences, pace of tour – enough time to reflect but efficient use of available time (Note: preliminary discussions were held in January 2007 with Horticulture NZ representatives who indicated strong support for the tour)
- links with host country horticulture and farming organisations

- calibre of tour leader and quality/efficiency of local arrangements
- level of coverage of the tour and the participants in local and national press (both in Australia and host country).

Methodology

Selection criteria will be developed and are likely to include:

- how both the participant and the industry will benefit from the tour including dissemination of lessons learnt etc
- how the participant's leadership attributes and potential have already been demonstrated
- how the participant will contribute to a successful tour outcome for the group as a whole
- how participants will disseminate information etc they gain on the tour.

Each state vegetable organisation will be invited to nominate two young vegetable growers, preferably in the age group 25 – 35 years. Each nomination will need to address selection criteria and demonstrate support from the State organisation. Ten young growers will be selected.

An appropriate person (such as an Industry Development Officer) will be selected to lead the tour.

IP

None.

Resource Allocation

Budget

The tour company which has arranged previous tours including the successful 2006 PMA tour (Quadrant Tours) and previous tours to New Zealand was invited to provide, without prejudice, broad costings for the tour based on the itinerary and other information included in this submission. The following budget reflects their advice (January 2007).

The total cost for this project is \$37,550 plus applicable GST. As advised by Quadrant Tours, this covers airfares (domestic and international), ground transport in New Zealand, accommodation (bed and breakfast), conference registration and conference meals for 10 participants and one Australian-based tour leader. Each participant will be required to make a voluntary contribution of \$660.

Item	Amount
Voluntary contribution	\$6,600
Vegetable levy funds	\$12,175
Matched funds	\$18,775
Total cost	\$37,550

Activities

<p>Milestone No 1 Due 1/06/2007</p>	<p>Description:</p> <ul style="list-style-type: none"> • Agreement signed, voluntary contribution received 	<p>Amount \$20,000</p>
<p>Milestone No 2 Due 1/10/2007</p>	<p>Description:</p> <ul style="list-style-type: none"> • Conduct tour <ul style="list-style-type: none"> ○ Conduct pre-departure briefing ○ Undertake field visits ○ Attend Produce Plus • Post-tour follow up <ul style="list-style-type: none"> ○ Submit reports (participants/tour leader) ○ Publish articles in Vegetables Australia and other industry publications ○ Send letters of thanks to NZ counterparts and farmers visited <p>Criteria: Acceptance of report covering above activities</p>	<p>Amount \$17,550</p>

Young Growers Tour USA October 2007

Summary

The Australian vegetable industry's strategic plan Vegvision 2020 has a vision to double the 2006 value of fresh, processed and packaged vegetables by 2020. To achieve this, the industry requires effective people development and leadership and the engagement of young industry members in the industry's strategic development.

Vegvision 2020 Strategies addressed by this project include:

- 1.1 Targeting global and domestic consumer market research
- 2.1 Building competitive advantage for domestic and export markets
- 2.3 Developing and commercialising new products and services
- 3.1 Enhancing human resource capacity across the supply chain
- 3.2 Establishing efficient and cooperative supply chain relationships
- 3.3 Promotion of best-practice business models across the supply chain
- 4.3 Improving technical, business and financial information services
- 5.2 Upgrading leadership development and succession planning
- 5.3 Improving industry communication and change management

In addition, this project supports a number of key recommendations from Setting Directions and will contribute to the outcomes of the following AVIDG foundation projects

2. Leadership and industry structures
4. Industry benchmarking
5. Business skill development
6. Global comparative analyses
7. Market development

This project will provide the industry with a cohort of young outward looking leaders who will be willing to pursue export market opportunities through strategic partnerships and alliances and who have the ability to influence the attitudes of their peer group.

This application is for funding to cover a fifteen day Young Growers tour to the USA in October 2007 to coincide with Fresh Summit, the Produce Marketing Association's annual conference. The 2007 USA/PMA tour will include 10 participants and an Australia-based tour leader. The total cost of the project is \$117,650, of which \$31,000 is met through voluntary contributions.

Background

A number of young growers tours have been held in previous years, for example those to New Zealand in 2001, 2002 and 2005 and the 2006 tour to the USA. Reports have confirmed these visits have been successful in developing a cohesive group of growers, exposing them to modern business practices such as the development of strategic alliances with others in the same industry, introduction to technological innovations adopted by overseas growers and appreciation of strategies for increasing knowledge of domestic and international markets.

Key lessons that previous participants learned from this experience include:

- cooperation between growers is essential if individual enterprises and the industry as a whole are to compete successfully in the global market
- open and honest communication and good relationships between growers and retailers has benefits for both parties
- marketing should focus on the consumer and how they are likely to use the produce. Taste is critical.
- attention to quality in all stages of the supply chain is critical
- price is not the only aspect in sales
- an increased understanding of their own industry on a national and international level
- different perspectives on export held by USA growers compared with most Australian growers.

In previous years, the USA/PMA tour has been organised jointly by AUSVEG and the New Zealand Horticulture Association. Recent discussions between Horticulture New Zealand and IDM AUSVEG have confirmed that the NZ industry is keen to fund participation in a joint Australia/New Zealand USA/PMA tour every two years. Therefore, the 2007 tour will have participants from Australia only.

Outputs

The outputs of the project are as follows:

1. Group report of the activities and experiences of the group for broad dissemination. Applicants will be required to provide details on how they will disseminate information etc they gain on the tour
2. Articles in Vegetables Australia and other industry publications.

Outcomes

1. An escorted tour of 10 young vegetable growers (levy payers) to Monterey County, California and Houston, Texas areas of USA and participation in the 2007 Fresh Summit Conference in Houston.
2. Exposure to technological, marketing and business development initiatives being undertaken by USA growers

3. Closer contact between young Australian and USA growers
4. Increased exposure of the young growers within industry circles in Australia through written profiles of participants in Vegetables Australia and other industry publications and verbal presentations to state associations
5. Identification of new industry leaders through observation of participants acting in a 'representational' role on behalf of the Australian vegetable industry.

Program

A strong recommendation from the 2006 PMA tour participants was for a similar tour in 2007 or 2008 to visit Salinas Valley in lieu of Imperial Valley California. Monterey County agriculture is notable for its broad diversity of crops, many of which are grown year-round. The highest percentage of acres is devoted to cool-season vegetables, such as artichoke, broccoli, cauliflower, celery, Asian vegetables, lettuce, and spinach. In the county's southern half, farmers grow warm-season vegetables, including carrot, pepper, potato, and tomato. The Houston area grows a range of vegetable crops under cover.

DRAFT Program		
Day 1	5th October 2007	Group assembles, briefing HAL office Sydney
Day 2	6th October 2007	Depart Sydney arrive Los Angeles
Day 3	7th October 2007	Free day
Day 4	8th October 2007	Field visits en route to Salinas Valley, Monterey County CA
Day 5	9th October 2007	Field visits Salinas Valley, Monterey County CA
Day 6	10th October 2007	(am) Field visits Salinas Valley, Monterey County CA (pm) Free
Day 7	11th October 2007	Travel Air to Houston
Day 8	12th October 2007	PMA Fresh Summit 2007, Houston TX
Day 9	13th October 2007	PMA Fresh Summit 2007, Houston TX
Day 10	14th October 2007	PMA Fresh Summit 2007, Houston TX
Day 11	15th October 2007	PMA Fresh Summit 2007, Houston TX
Day 12	16th October 2007	Field visits Houston
Day 13	17th October 2007	Depart Houston for return to Sydney
Day 14	18th October 2007	Lost in Transit
Day 15	19th October 2007	Arrive Sydney

Industry Adoption

Who is the target audience?

Young Australian vegetable growers (age group 25 – 35) who meet the selection criteria with representation from each state, providing essential criteria are met.

What are the strategies for adoption including timeframe?

Outcomes from the project will be realised over an extended timeframe. The impact of the overseas experience will vary for each participant.

How will the proposal's outcomes be evaluated?

Reports from individual participants, a group report and report from the Australian tour leader will identify lessons learned and include proposals for implementing key lessons.

Tour participants will be tracked to identify whether they have gone on to take on leadership roles within the industry.

Critical success factors/impediments to adoption

- selection of suitable participants - this is the key success factor
- tour design, including field visits– covering enterprises growing crops of interest as well as providing new experiences, pace of tour – enough time to reflect but efficient use of available time
- links with host country horticulture and farming organisations
- calibre of tour leader and quality/efficiency of local arrangements
- level of coverage of the tour and the participants in local and national press (both in Australia and host country).

Methodology

Each state vegetable organisation will be invited to nominate three young vegetable growers, preferably in the age group 25 – 35 years. Each nomination will need to show how the participant and the industry will benefit from the tour and how the participant's leadership attributes and potential have already been demonstrated. Each nomination will need to demonstrate support from the State organisation. Ten young growers will be selected.

Selection criteria will be developed and are likely to include:

- how both the participant and the industry will benefit from the tour including dissemination of lessons learnt etc
- how the participant's leadership attributes and potential have already been demonstrated
- how the participant will contribute to a successful tour outcome for the group as a whole.

A suitable tour leader will be selected by AUSVEG.

IP

None.

Resource Allocation

Budget

The tour company which has arranged previous tours including the successful 2006 PMA tour (Quadrant Tours) was invited to, without prejudice, provide broad costings for the tour based on the itinerary etc included in this submission. The following budget reflects their advice (January 2007).

The total cost for this project is \$117,650 plus applicable GST. As advised by Quadrant Tours, this covers economy class airfares (return home port to Sydney, international and domestic USA), a US-based tour leader for the California component, shared accommodation with breakfast, land transport in USA, Fresh Summit registration and meals included as part of conference registration. The budget requires a voluntary contribution of \$3,100 from each participant.

Item	Cost
Voluntary contribution	\$31,000
Vegetable levy funds	\$27,825
Matched funds 50%	\$58,825
Total cost	\$117,650

Activities

Milestone 1 Due 1/08/2007	Description: <ul style="list-style-type: none">• Agreement signed, voluntary contribution received	Amount \$70,000
Milestone No 2 Due 1/12/07	Description: <ul style="list-style-type: none">• Conduct tour<ul style="list-style-type: none">○ Conduct pre-departure briefing○ Undertake field visits○ Attend PMA Fresh Summit• Post-tour follow up<ul style="list-style-type: none">○ Submit reports (participants/tour leader)○ Publish articles in Vegetables Australia and other industry publications○ Send letters of thanks to USA counterparts and farmers visited Criteria: Acceptance of report covering above activities	Amount \$47,650

Australian Rural Leadership Program – Vegetable Industry sponsorship

Summary

The Australian vegetable industry's strategic plan Vegvision 2020 has a vision to double the 2006 value of fresh, processed and packaged vegetables by 2020. To achieve this, the industry requires effective people development and leadership and the engagement of young industry members in the industry's strategic development.

Vegvision 2020 Strategies addressed by this project include:

- 2.1 Building competitive advantage for domestic and export markets
- 3.1 Enhancing human resource capacity across the supply chain
- 3.2 Establishing efficient and cooperative supply chain relationships
- 3.3 Promotion of best-practice business models across the supply chain
- 5.2 Upgrading leadership development and succession planning
- 5.3 Improving industry communication and change management

In addition, this project supports a number of key recommendations from Setting Directions and will contribute to the outcomes of **all seven** AVIDG foundation projects.

This application is for funding for sponsorship for one participant in the 2008/2009 Australian Rural Leadership course (Course 15). The total cost of this project is \$52,500 plus applicable GST. This includes \$4,000 voluntary contribution.

Background

The objective of the Australian Rural Leadership Program is to identify, develop and support committed rural and regional leaders to become inspired and highly effective at regional, state, national and international levels.

Sessions, held in different locations each time, involve a combination of discussions, presentations, workshops, debates and visits. The Kimberley session is an outdoor, experiential leadership development activity. There is also an overseas study tour. There is a total of 60 contact days over 18 months.

Benefits for sponsors include:

- networking opportunities with other sponsoring organisations across all industry and community sectors
- access to the future leaders of rural and regional Australia
- strategic sponsoring participant contact through formal written reports, briefings and presentations
- acknowledgement on ARLF publications and web site for their commitment to rural leadership

- access to the Graduate Network comprising 360 graduates and participants for information, updated leadership related issues and a Think Tank for solutions focused consultancy

Each course is made up of 30-35 participants. The Vegetable Industry wishes to sponsor one participant in the next course (Course 15).

Outputs

The outputs of the project are as follows:

1. Individual reports of participants work-based projects. Applicants will be required to provide details on how they will disseminate their project findings.
2. Articles in Vegetables Australia and other industry publications
3. Acknowledgement of Vegetable Industry sponsorship and engagement in the ARLP.

Outcomes

1. High level professional development for an Australian vegetable industry leader
2. Access to current information about new and innovative farming and supply chain practices adopted by other sectors and international competitors
3. Increased profile for the vegetable industry R&D program through its sponsorship and engagement in the ARLP program
4. Linkages with other industry sectors and organisations
5. Selection process will identify other young leaders with potential for further development.

Industry Adoption

Who is the target audience?

The ARLP is for men and women, generally aged from about 30 to 45 years, already active in leadership roles in community and/or industry affairs, who:

- want to help shape the future of rural and regional Australia
- have the capacity, prospects and commitment to lead at regional, state or national levels
- are committed to developing and sharing a vision for rural and regional Australia.

They must be seen as having both the potential and prospects to make a real difference to their industries/communities/organisations.

What are the strategies for adoption including timeframe?

Outcomes from the project will be realised over an extended timeframe. The impact of the experience will vary for each participant. Nominating state associations will be encouraged to develop a plan with their nominees to ensure that they are able to contribute in an active and visible way to the industry's future growth.

How will the proposal's outcomes be evaluated?

Project report from the participant, and report from the course facilitator.

Course participants will be tracked to identify whether they have gone on to take on leadership roles within the industry.

Critical success factors/impediments to adoption

- Selection of suitable participants - this is the key success factor
- Links with nominating and sponsoring organisations
- Engagement of significant stakeholders in the program (for example as mentors, invitees to graduation dinner)
- Level of coverage of the program and the participants in local and national press.

Methodology

Vegetable Industry Processes:

Selection criteria will be developed and are likely to include:

- how both the participant and the industry will benefit from the program (this could include future roles for the participant, possible projects to be undertaken as part of the program, dissemination of project outcomes etc)
- how the participant's leadership attributes and potential have already been demonstrated.

Each state vegetable organisation will be invited to nominate young vegetable growers, preferably in the age group 30 - 45 years. Each nomination will need to address selection criteria and demonstrate support from the State organisation. It is strongly recommended that nominating organisations invite applications from targeted individuals who have already demonstrated leadership attributes.

Two young growers will be selected (one as the preferred nomination for sponsorship by the vegetable industry and a reserve nomination) and their applications will be forwarded to ARLP for further consideration.

ARLP Processes:

The Foundation will conduct interviews in regional locations during Sep/Oct/Nov, and make selections for Course 15 in December 2007.

Applicants complete a detailed form, which also asks them to explain:

- their motivation
- what they expect to gain
- how they will return on the investment to both the sponsor and the industry/organisation
- their vision for rural and regional Australia over the next 5 years
- the characteristics of an effective leader in the context of leadership for rural and regional Australia
- specific industry community leadership aspirations and appointments that they seek.

IP

None.

Resource Allocation

Budget

The budget for this project covers the cost of sponsorship for one participant and 5% administration and project management fees for services provided by AUSVEG (likely coordinator). The total cost of this project is \$52,500 plus applicable GST.

Item	Cost
Voluntary contribution	\$4,000
Vegetable levy funds	\$22,250
Matched funds	\$26,250
Total cost	\$52,500

Activities

Milestone No 1 Due 06/07	Description: <ul style="list-style-type: none">• Selection of vegetable industry nominees• Nominations forwarded to ARLP Criteria: Acceptance of report covering above activities	Amount \$25,000
Milestone No 2 Due 11/07	Description: <ul style="list-style-type: none">• Selection of vegetable industry ARLP participant• Criteria: Advice of selection of vegetable industry ARLP participant	Amount \$25,000
Milestone No 3 Due 04/09	Description: <ul style="list-style-type: none">• Submission of vegetable industry's ARLP participant's report• evaluation of benefits of participation and ARLP participant's final project report Criteria: Acceptance of report covering above activities	Amount \$2,500

Vegetable Industry Australian Nuffield Farming Scholarship

Summary

The Australian vegetable industry's strategic plan Vegvision 2020 has a vision to double the 2006 value of fresh, processed and packaged vegetables by 2020. To achieve this, the industry requires effective people development and leadership, the engagement of young industry members in the industry's strategic development, and exposure of members to international best practice and export strategies.

Vegvision 2020 Strategies addressed by this project include:

- 2.1 Building competitive advantage for domestic and export markets
- 3.1 Enhancing human resource capacity across the supply chain
- 3.2 Establishing efficient and cooperative supply chain relationships
- 3.3 Promotion of best-practice business models across the supply chain
- 5.2 Upgrading leadership development and succession planning
- 5.3 Improving industry communication and change management

In addition, this project supports a number of key recommendations from Setting Directions and will contribute to the outcomes of **all seven** AVIDG foundation projects.

This application is for one Australian Nuffield Farming Scholarship for 2007/2008. The total cost of this project is \$47,250, with a voluntary contribution of \$4,725.

Background

The Australian Nuffield Farming Scholars Association (Nuffield) awards scholarships each year to farmers in Australia. The objective is to increase practical farming knowledge, management skills and techniques and provide opportunities for the further development of leadership attributes and skills. Nuffield scholarships give the opportunity to study farming practices in Europe, Asia and North America and those countries best suited to the Scholar. They also promote a closer understanding between farmers in the countries visited.

Upon returning to Australia it is expected that Scholars will actively spread the knowledge and understanding they have gained among their fellow farmers and others.

A typical program will comprise:

- a pre-tour briefing to meet other Scholars and update on domestic and international agricultural issues
- participating in the Global Focus Program. This involves spending six weeks in New Zealand, Europe and North America investigating agricultural marketing,

trade and environmental issues, and experiencing the social and cultural aspects of each region.

- meeting with Nuffield Scholars from UK, Ireland, New Zealand, Canada, Zimbabwe and France
- undertaking an individual study program in the country or countries of choice
- completing the individual study program and submitting a written report within 8 months of starting the Global Focus Program.

Outputs

The outputs of the project are as follows:

1. Detailed report from the Vegetable Industry Nuffield Scholar. Applicants for the Vegetable Industry scholarship will be required to provide details on how they will disseminate their project findings to industry members.
2. Articles in Vegetables Australia and other industry publications.

Outcomes

1. High level professional development for an Australian vegetable industry leader
2. Access to current information about new and innovative farming and supply chain practices adopted by international competitors
3. Increased profile for the Vegetable R&D program through its sponsorship and engagement in the Nuffield program
4. Selection process will identify other young leaders with potential for further development.

Industry Adoption

Who is the target audience?

A Vegetable Industry Nuffield Scholar will be selected from young Australian vegetable growers (age group 28 - 40) who meet the selection criteria. The specific target audience(s) for the Scholar's research findings will depend on the sectors/crops/areas investigated.

What are the strategies for adoption including timeframe?

Outcomes from the project will be realised over an extended timeframe. The impact of the experience will vary for each Scholar.

Nominating state associations will be encouraged to develop a plan with their nominees to ensure that they are able to contribute in an active and visible way to the industry's future growth.

How will the proposal's outcomes be evaluated?

Project and study tour reports are submitted by scholars to Nuffield. These are then published by the Nuffield Association at its expense.

Course participants will be tracked to identify whether they have gone on to take on leadership roles within the industry.

Critical success factors/impediments to adoption

- selection of suitable participants - this is the key success factor
- links with nominating industry organisations
- program arranged by the Vegetable Industry Nuffield Scholar – relevance to industry
- level of coverage of the program and the Vegetable Industry Nuffield Scholar in local and national press.

Methodology

As this is an externally managed program, a two stage process is proposed.

Vegetable Industry Processes:

Selection criteria will be developed and are likely to include:

- how both the participant and the industry will benefit from the program (this could include future roles for the participant, possible projects to be undertaken as part of the program, dissemination of project outcomes etc)
- how the participant's leadership attributes and potential have already been demonstrated.

Each state vegetable association will be invited to nominate young vegetable growers, preferably in the age group 28 - 40 years. Each nomination will need to address selection criteria and demonstrate support from the State and/or local organisation(s). It is strongly recommended that nominating organisations invite applications from targeted individuals who have already demonstrated leadership attributes.

Three young growers will be selected (one as the preferred nominee for sponsorship by the Vegetable Industry and up to two reserve nominations) and their applications will be forwarded to Nuffield for further consideration.

Nuffield Processes:

Applications close at the end of June 2007. Selection is made initially on the basis of the written applications, secondly by a panel at State or regional level in July and a final national selection by interview during September 2007.

Nuffield will select one Vegetable Industry Nuffield Scholar based on vegetable industry nominations and recommendations. (This may be coordinated by AUSVEG.) More than one nomination may be forwarded and, depending on the calibre of applicants, Nuffield may choose to award an additional scholarship(s) funded from other resources.

IP

Unless otherwise agreed between the parties, and specified in contracts between the Association and Providers of Scholarship funding, all Intellectual Property rights and income arising from the Scholarship will remain vested equally with the Scholar, the Association and the sponsor.

Resource Allocation

Budget

The total cost of this project is \$47,250. The cost of the scholarship is \$45,000. Of this, \$25,000 is provided to the Vegetable Industry Nuffield Scholar; the remainder is used to meet Nuffield's costs in managing the program. In addition, \$2,250 is included to cover project management and administration services provided by AUSVEG.

Each Nuffield Scholar is expected to meet any costs above and beyond the amount of the scholarship they receive. Depending on the program the Scholar undertakes, these costs may be considerable. Therefore, the voluntary contribution has been set at 10%.

Item	Cost
Voluntary contribution 10%	\$4,725
Vegetable levy funds 40%	\$18,900
Matched funds 50%	\$23,625
Total cost	\$47,250

Activities

Milestone	Description:	Amount
Milestone No 1 Due 06/07	<ul style="list-style-type: none"> Selection of Vegetable Industry nominees Nominations forwarded to Nuffield Criteria: Acceptance of report covering above activities	\$22,500
Milestone No 2 Due 02/08	<ul style="list-style-type: none"> Selection of the Vegetable Industry Nuffield Scholar by Nuffield Criteria: Advice of selection of Vegetable Industry Nuffield Scholar	\$22,500
Milestone No 3 Due 04/09	<ul style="list-style-type: none"> Submission of Vegetable Industry Nuffield Scholar's report evaluation of benefits of participation and Nuffield Scholar's final project report Criteria: Acceptance of report covering above activities	\$2,250

Attachment C

Note: For information only-not subject to an application for levy funds

People development and leadership opportunities funded by Department of Agriculture, Fisheries and Forestry

‘Enhancing entrepreneurial skills course for young rural leaders’ (working title)

Brief description of the activity

The course aims to foster entrepreneurship and innovation among young rural business leaders by developing the skills, competencies and attributes to equip young people to be innovative and successfully manage personal, business and community opportunities.

It will be delivered as a four day residential course in mid-May 2007 at Melbourne. A formal dinner for participants, Ministers, high-level Government representatives and industry leaders will be held.

Participants will be exposed to an in-depth education that goes beyond the frameworks and theories and prepares them to leverage their enhanced entrepreneurial and business skills to build sustainable advantages for their businesses and industry.

The course will focus on developing skills in:

- a) Market development
- b) Business relationships
- c) Supply chain learning

Target group/attributes for participation in the activity

Between 15 and 20 young people from agriculture, fisheries and forestry industries will participate in the course.

The course will target business managers in rural and regional areas aged 18-35 who are seeking to take risks and have entrepreneurial attributes. The course will be directed at those young rural business managers who are capable and have a strong commitment to building their already highly developed skills to achieve a greater level of success.

The course will benefit a range of participants from those wanting to commercialise a product or industry within their region to those who are innovative and eager to explore new business opportunities. Participants must have a sound understanding of their business environment and where they want to position their business in the short, medium and long term.

Dates of next program

Applications will open in February – March 2007, with the course to commence in mid May 2007.

Benefits to the individual

1. better understand their operating environment through an examination of local, national and international markets
2. develop business skills to maximise small business growth potential and business sustainability in areas such as marketing, finance, risk management and e-business
3. develop techniques to strategically position businesses to better respond to opportunities and threats
4. develop a comprehensive understanding of business planning, including how to apply it in business operations and how to develop longer term strategic goals
5. build capacity to manage the inherent business risks associated with operating in unpredictable markets and identify strategies to mitigate and manage those risks
6. gain access to relevant government and industry resources and information including government programmes and initiatives.

Estimated cost and funding sources

This program is fully funded by DAFF. Individual participants may incur some expenses and the industry may incur some costs associated with promotion and selection of nominees from the vegetable industry.

‘Leadership Skills Development Course’ (working title)

Brief description of the activity

The course will provide an intense focus on the core skills and knowledge possessed by effective industry leaders. It is expected that the course will provide emerging young leaders with the confidence, support and momentum to ‘step-up’ and seek greater opportunities within their industries in the months following course delivery.

The course will involve key industry participants in learning modules. Participants will have the opportunity to debate and network with industry leaders on a range of issues and topics. The aim is to challenge participants and expand their thinking in a supportive learning environment.

The program involves a four day leadership skills development course, for between 15 and 20 young people (aged 18 to 35 years) currently working in an agriculture, fisheries, forestry, natural resource management or related industries (e.g. members of the supply chain and agribusiness service industries). It also includes a graduation dinner attended by up to 65 people, including participants, Ministers, high-level Government representatives and industry leaders.

Course Content

- **communicating with influence** - how to negotiate complex industry issues, and how to represent a range of industry views at a national level;
- **understanding industry and Government processes and policies** – how industry and Government work (and why they work this way); and
- **understanding core industry issues at a national level** – how to engage with industry and Government leaders around complex issues of national importance
- **develop an ‘action plan’** and ‘know how’ to find and approach opportunities within industry (e.g. practical steps and information for building networks and identifying opportunities).

Dates of next program

Applications will open in January - February 2007.

Benefits to the individual

Broadly, the course will aim to develop the leadership capacity of young people to participate in industry and government processes at a national level.

The course should give participants the skills and knowledge to lead in their industry and community.

Other like programs

The Department ran the popular and well-received *Young Rural Leaders’ Course* from 2001 to 2006. This course will aim to build on the reputation of the *Young Rural Leaders’ Course*, establishing itself as a highly prized opportunity.

Estimated cost and funding sources

This program is fully funded by DAFF. Individual participants may incur some expenses and the vegetable industry may incur some costs associated with promotion and selection of nominees from the vegetable industry.

Past involvement by AUSVEG/Vegetable industry (since 2003)

Deanna Bedggood (QLD) participated in Young Rural Leaders' Course 2005.