

# Hort Innovation's Extension Team Strategy at a glance



## Objective

**Increasing the on-ground impact of levy investments that helps growers develop their competitive edge.**

## Imperatives

**Build capability with industry and levy payers in managing Hort Innovation extension investments.**

**Enhance coordination and support of existing extension networks and activities with emphasis on across-industry collaboration.**

**Amplify the relevance of and demand for investment outputs.**

**Enable investment delivery and resulting end user change.**

## Actions

Efficient management of the Industry development portfolio.

Support delivery partners and Hort Innovation personnel in defining project impact pathways and monitoring and evaluation methodology.

Build capability, mentor and develop existing extension personnel through annual professional development opportunities, networks, linkages and support.

Keep up to date with best practice and innovative approaches to enable effective, efficient and coordinated service delivery.

Develop regional work plans for Regional Extension Managers based on identified local needs, priorities and delivery mechanisms for Hort Innovation relative to other providers.

Foster greater connections with delivery partners and other extension providers (such as private sector consultants, resellers and agronomists).

Develop networks within regions and work with regional leaders, delivery partners and key stakeholders with a deep understanding of unique local environmental characteristics.

Identify opportunities to invest in initiatives to address significant issues that cut across industries through existing and alternative funding programs.

Utilise the Hort Leadership Network to provide input into and advocacy for key investments.

Seek purposeful opportunities to actively participate in and support regional industry events / associated meetings, updates, field days and field walks.

Seek opportunities to support the collection of qualitative and quantitative evidence demonstrating positive investment outcomes and business impact across each fund documented.

Provide Hort Innovation key staff with regional information, insight into investment opportunities and industry intelligence.

Utilise Hort Innovation datasets to support segmentation and shape future investments.

Actively encourage third party influencers to attribute levy and commonwealth investments as the source of their information.

## Monitoring and evaluation

- Deliver evidence of impacts derived from Hort Innovation investments to demonstrate their relevance, reach and ongoing benefits for growers
- Show that imperatives enhances collaboration and perpetuates synergies that maximise extension benefits to industry
- Provide evidence that imperatives leverages levy investments to maximise returns to growers
- Enhance Levy payer engagement efforts, with overall level of communication and engagement satisfaction by levy payers increased from 65 per cent to 85 per cent by December 2022
- Overall satisfaction with Hort Innovation outputs by levy payers increased from 69 per cent to 90 per cent by December 2022.

### Hort Innovation will:

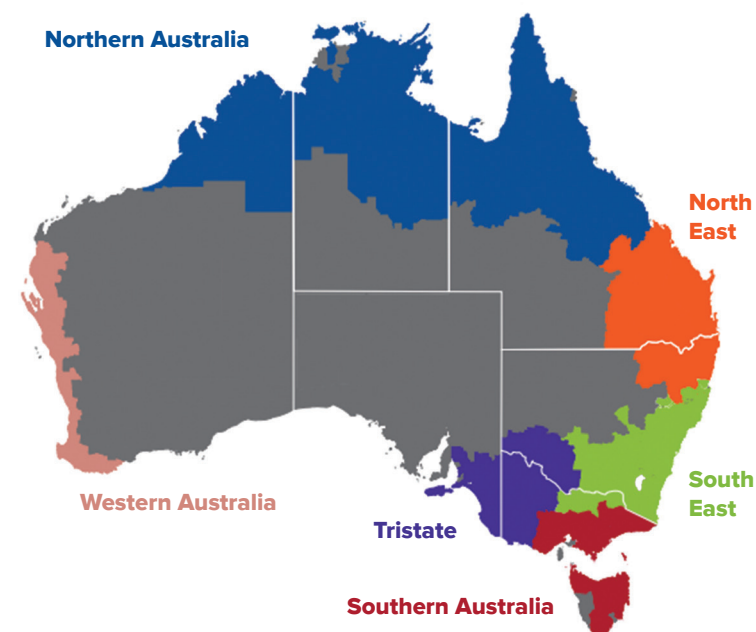
- Provide coordination and support of extension service delivery across six regions
- Work with the organisations best placed to deliver in regions and oversee the delivery of investment via the most effective approaches
- Invest in the core component of the model which covers regional coordination
- Work to establish co-investment models with other investors in areas of shared strategic intent to ensure the sustainability of the approach
- Take a collaborative approach with growers, Peak Industry Bodies and other relevant service providers within a region to develop regional work plans
- Use regional plans to clarify how priorities may be delivered via public or private third parties
- Make the most of existing regional representative groups for the purposes of regional engagement and work plan formulation
- Utilise existing best practice extension methodologies for levy and non-levy investments that will be fit for purpose and range from the traditional technology transfer through to systems-based approaches to facilitating practice change.

Hort Innovation will not compete with existing extension delivery partners in delivering the strategy.

### The regional model will be managed by six regional coordinators who are responsible for:

- Direct management of industry development investments and be the contact point on these investments
- Links with research/researchers relevant to the region
- The development of the regional strategy and associated stakeholder engagement
- Ensuring regional strategy feeds into national extension work plans
- Monitoring and evaluation of delivery and impact against regional and extension work plans
- Being a key contact between Hort Innovation, growers, and other service providers in the regions
- Hort Innovation will look to co-locate staff with delivery partners where Hort Innovation offices are not available.

## Regional Extension Manager locations in Australia



### Northern Australia

North Australia from Broome through to Darwin and Tropical Queensland; extending down to Mackay.

### North East

East Coast, Rockhampton through to Bellingen; captures key regions of Bundaberg, Lockyer Valley and Northern Rivers.

### South East

Nambucca through to Sydney basin, NSW south coast, central west NSW, Riverina and Shepparton.

### Tristate

Mildura, Murray river, Mallee and Adelaide metro region.

### Southern Australia

Gippsland, Yarra Valley and Tasmania.

### Western Australia

Extending from Carnarvon down through to Albany, including production around the Perth metro region.