

Horticultural Value Chain Development - Implementation Strategy

Jan Davis
GROWCOM

Project Number: HG05025

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HAL Project

HG05025



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Project details

Project Name: Horticultural Value Chain Development – Implementation Strategy

Project Number: HG05025

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Project Purpose: The purpose of this project was to address a lack of horticulture-specific value chain /leadership / entrepreneur programs available to growers. The project involved identifying industry needs, examining potential support and information services, identifying potential service providers and funding sources and assessing the role of various government and industry support agencies. The project also identified a suitable delivery model and trialled the delivery of training and services through this mechanism.

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Media summary

The horticultural industry is currently experiencing a period of significant change. The business environment is becoming more challenging and growers are identifying the need to attain additional skills and knowledge to successfully manage their businesses through this period.

Previous supply chain research undertaken by Growcom identified a number of key areas where the development and delivery of training and services could improve the supply chain management, business management and leadership skills of growers.

In this project, research was undertaken to:

- identify specific industry needs in relation to information, training and support services
- identify training and services providers that had the capability to meet industry needs
- identify potential partners and funding sources that could support the industry capability development at an enterprise and industry level
- investigate successful training and service models developed in other industries and recommend a suitable sustainable model for the horticultural industry

It is recommended that Growcom adopt a brokerage model as a mechanism to deliver information, training and service related to a broad range of supply chain and business management areas, identified by needs analysis undertaken as part of this project.

The proposed model allows the grower needs to be matched with training and services offered by qualified practitioners that have an understanding of the horticultural industry. This will lead to improved learning experiences and outcomes, fostering a culture of continuous learning and improved business management.

The delivery of training and services through this model was successfully trialled as part of this project.

Growcom will be required to invest resources in staffing, information resource development, trainer and service provider development, marketing and administration and to ensure the success of the initiative. Support through grants and sponsorship should also be sought through the implementation phase of this project.

The key benefits of the outcomes of this project include:

- easy access to qualified training and services for horticultural producers, leading to improved business management and profitability
- qualified business opportunities for training and service providers
- a sustainable model for the delivery of training and services to the horticultural industry
- a more robust and globally competitive horticultural sector.

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1.0 Overview

In 2004, Growcom completed a horticultural value chain research and policy development project (HG03071 Horticultural Value Chain Analysis and Policy Development) in which a series of recommendations were developed about how the production sector of horticulture may be provided with a framework to develop the skills, experience, confidence and structures necessary to become:

- strong and valued contributors to Australian food (and horticultural) value chains.
- internationally competitive members of the global horticultural industry.

The project looked at the profile of the Queensland horticultural industry, identified factors driving change and limiting growth and projected how these factors would impact on the production sector. It also identified the elements that were common to successful value chains and concluded that the skills and abilities that would be required, by businesses involved in production, in future, would be different and more sophisticated than those that are currently possessed.

Eight key issue areas, requiring the development of services, systems and policy, which would improve the value chain capability in the production sector, were highlighted.

It also identified that the market for skills acquisition and other supporting services could be segmented into three tiers corresponding to the level of skill sets that are possessed or required by different producers.

After consideration of the recommendations from the Horticultural Value Chain Analysis and Policy Development project, Growcom sought to implement these recommendations for the benefit of the Queensland horticultural sector. As a result the Horticultural Value Chain Development – Implementation Strategy project was developed.

The purpose of this second project was to address a lack of horticulture-specific value chain / leadership / entrepreneur programs available to growers and has involved:

- identifying and refining industry needs against the three market tiers,
- examining potential support and information services,
- identifying potential service providers
- identifying funding sources
- assessing the role of various government and industry support agencies
- developing a suitable delivery model.

The benefits of the outcomes of this project for Queensland horticultural producers are:

- one stop shop for training and service needs saving growers time and money
- assistance with identifying training and skills needs at an individual and enterprise level (learning pathways)

- training and services matched to training / skills needs;
- access to qualified training providers who have a suitable level of understanding of the horticultural sector
- increased support from other service sectors such as the financial and insurance sectors
- training aligned to AQF (Australian Qualification Framework) / FarmBis funding
- peer network support
- flexibility, choice
- proactive support and alignment with other Growcom services

The key training and support areas that were identified as being an area of need for the majority of the production sector included:

- understanding of supply chain management
- financial management
- negotiation skills
- communication skills
- information management and systems
- human resources management
- workplace health & safety implementation
- consumer trends
- marketing systems
- identifying and capitalising on business opportunities

The preferred method of delivery was face-to-face workshops in production regions.

A focus group conducted with industry leaders to test the need for more sophisticated levels of support including leadership courses, mentoring and peer support networks, also supported these findings. Other focus group findings indicated that growers wanted tailored, industry relevant support and believed that the areas of leadership and supply chain were adequately serviced by the range of existing courses.

In developing a suitable client focused model for the delivery of training and services, desktop research was conducted to gain an insight into current practices. Industry driven brokerage to coordinate training and services specifically targeted to primary producers is well supported in the literature.

Features of good practice in training brokerage include working closely with clients and providers to identify needs and negotiate appropriate training, and encouraging clients to form their own networks in order to access resources and training, so over time they become independent, informed learners. Ready access to a wide range of information

and resources is also another key element which drives learning independence (Kilpatrick et al, 2001).

It is clear from research undertaken as part of this project and by research work undertaken by Andrew et al, 2005 that growers' participation in learning is not determined by a lack of education, extension, information and training experiences and programs; rather, it is determined by the difficulty of being able to 'match' the available learning experiences with what the learners want. There is an important role here for a learning broker and Kilpatrick et al (2002) suggested that industry organisations have a role to play in becoming brokers of this plethora of information to provide a customised service for their members.

Successful programs which were associated with capacity building in the primary industries were researched to investigate the elements that fostered success. These programs included:

- Target 10 - Victorian Dairy Industry Extension Program
- Kondinin Group
- Food Chain Centre (UK)
- EDGENetwork - Meat and Livestock Australia
- Grape Connect - Growcom

A more detailed literature review is provided in Appendix 1.

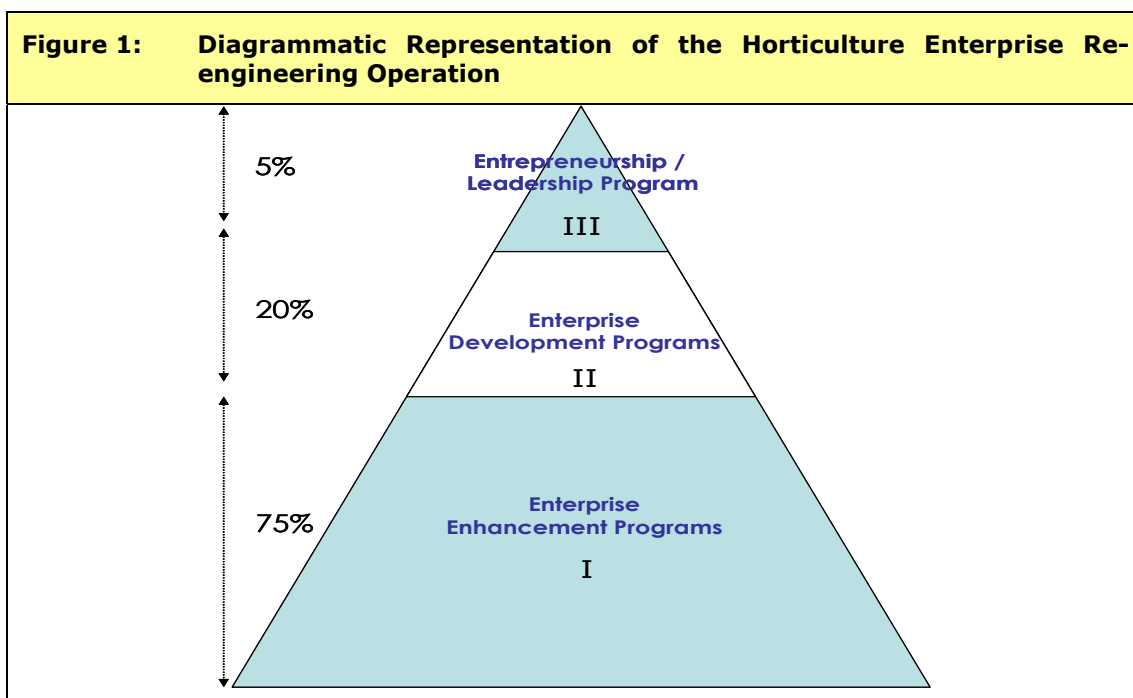
2.0 Methodology

To assist with developing an implementation strategy for the delivery of training and services to meet the needs of the horticultural production sector there was a requirement to undertake a range of research tasks including:

- identifying training and service providers working in the horticultural / agricultural industries across a range of disciplines that relate to value chain and business management.
- refinement of training and service offerings and matching of needs with appropriate service providers
- research of delivery models applied in other industries and develop an appropriate model for the delivery of information / training / services through Growcom.
- research of partners and funding availability to support industry and individual business development in the future extension of this project.
- trialling of provision of services through the recommended training and services delivery model

Underpinning all research that was undertaken was the premise that the production sector was segmented into three key target market areas (Tier 1, Tier 2 and Tier 3). These tiers corresponded to the level of skill sets that are possessed or required by different producers / production businesses. A description of the tiers is provided below:

1. **Tier I** – Customers of Tier 1 programs may be expected to be satisfied with their current role in industry but wish to develop knowledge or gain access to information that allows them to be more sustainable. The focus to Tier 1 programs will generally be on smaller business operations that may not previously have had access to these strategies and programs, for whatever reason.
2. **Tier II** – These businesses may wish to develop a different role or position within the sector that they operate in. In many instances they may be part of collectives or closed or semi-closed marketing systems and are looking to build capability to have larger and more profitable businesses.
3. **Tier III** – Businesses and individuals who for reasons of their position in the value chain or position within industry are seen by others to be 'leaders' either in commerce and / or in industry leadership roles. May be looking to develop leadership or entrepreneurship skills.



Source: CDI Pinnacle Management (2004). Horticulture Value Chain Analysis and Policy Development, Horticulture Australia Limited.

2.1 Key research tasks

2.1.1 Training Provider Identification

One of the key research tasks was to identify training and service providers conducting business in the Queensland horticultural sector that offered products and services across a range of disciplines related to value chain development and business improvement. Other potential providers from the broader agricultural sector that had tested and recognised products that may, with minor modification, have good application in the horticultural sector were also targeted.

Desktop research was undertaken to identify as many suitable providers as possible. Each of these providers was then contacted, informed of Growcom's project and its aims and asked to contribute information about the training and services that they offered to the industry (see capability survey – Appendix 2).

2.1.2 Refinement of training and service offerings

Findings from the Horticultural Value Chain Analysis and Policy Development project (HG03071) indicated that there was scope to deliver training and services across eight key issue areas. These findings were used as a basis to refine the offerings that Growcom could deliver to the Queensland horticultural sector.

A survey to refine training needs was undertaken with growers that were considered representative of tier 1 and tier 2 target markets and Industry Development Officers across a range of Queensland regions and commodities.

This survey profiled the businesses and sector that responded, considered the key factors limiting business growth (including supply chain management and business management issues), explored the preferred mechanism for delivery, and asked the respondent to indicate the relevance of different information, training and services to the development of their business.

The inclusion of Industry Development Officers in this process allowed their input, promoted understanding and ownership of the project, allowed consideration of local issues and other initiatives, and ensured alignment of local resources in the development of the project, with an aim to enhancing project outcomes.

In addition to the survey conducted with growers and Industry Development Officers, a focus group was held with a group of industry leaders (tier 3) to determine what training and services could be offered by an organisation such as Growcom to support this sector of the market.

This focus group aimed to determine in more detail, the attributes of services, information and training required in this sector, including:

- product: learning objectives, outcomes,
- place: suitable delivery mechanisms, times etc
- price: what is the market place willing to pay to make it accessible /sustainable
- promotion: awareness raising and promotional strategies
- partners: who should be delivering these services

The project identified providers with the capability to deliver more sophisticated services and training to this tier of the market, however the process to successfully engage this sector and drive resulting growth is lacking and needs to be addressed.

Due to the time constraints of this project it was not possible to fully assess services offered as part of the Tier 3, but rather recommend how Growcom might engage and support this sector into the future.

Offerings from selected interested service, information and training providers were assessed for their suitability (with or without modification) against identified industry needs and project objectives.

2.1.3 Delivery models

Research was undertaken to identify successful models that have been adopted in other industries to build industry capacity and foster a culture of learning.

The learnings from this research allowed the development of an appropriate and sustainable model through which Growcom can deliver training and services to promote improved supply chain and business management across the horticultural sector.

2.1.4 Partners and funding

One of the key premises in developing the implementation strategy for delivery of training and research was the importance of recognising the skills base of service providers and institutions which existed in industry and the importance of not 'reinventing the wheel'.

It was important to develop a snapshot of all stakeholders that have an interest and willingness to support industry-led capacity building projects, understand the benefits that they receive from involvement in such a project and the resources that they may be able to bring to project.

Research in this area was based on Growcom's current stakeholder base, experience and knowledge of the sector.

To allow the implementation strategy to be successful, it was determined that funding would be required in the initial phases of the rollout to allow the initiative to be imbedded in the industry. As a result, research was conducted to identify suitable funding sources that may be available for industry and individual enterprise development for the future extension of this project.

2.1.5 Trialling training and service offerings

Through this project it was important to trial the delivery of training and services and identify issues that impacted on the successful delivery of these offerings. This included considering areas such as:

- the identification of specific needs and the drivers for uptake of training /services,
- planning of training / service delivery,
- identification of appropriate service / trainer providers and matching their offerings with identified needs;
- tailoring of training / services content to meet needs,
- commercial arrangements including FarmBis support and
- engendering a philosophy of continuous learning to improve business performance.

As part of this project some basic tools such as marketing forms, evaluation forms and planning checklists have been developed for Growcom's internal use.

3.0 Results

There were a range of results that have contributed to development of the implementation strategy which will be recommended that Growcom adopt moving forward.

3.1 Training Provider Identification

It was identified that in excess of 70 industry-focused training and service providers were conducting business in the horticultural sector in Queensland. These providers supported a range of disciplines that related to supply chain and business management, including including supply chain management and development, human relations management, negotiation and communication skills, business management, benchmarking, leadership and succession planning.

A number of providers from other sectors of agriculture also responded and indicated that their products and / or services would have application in horticulture.

There was a high level of interest amongst training providers in the initiative as many were keen to explore new ways to engage with potential clients, particularly as engagement with the horticultural sector is seen as problematic.

As a result a training and services capability database has been established and newly identified training and service providers have been added throughout the project.

3.2 Refinement of training and service offerings

3.2.1 Training and service offerings for tier 1 & 2 target markets

A survey to identify and refine training needs was undertaken with growers that were considered representative of tier 1 and tier 2 target markets and Industry Development Officers across a range of Queensland regions and commodities. The target groups included:

- Stanthorpe (mixed horticultural enterprises with a focus on young entrepreneurs)
- Bundaberg (mixed horticultural enterprises)
- Tully (banana growers), and
- SEQ (pineapple growers).

This survey profiled the businesses and sector that responded, considered the key factors limiting business growth (including supply chain management and business management issues), explored the preferred mechanism for delivery, and asked the respondent to indicate the relevance of different information, training and services to the development of their business.

The findings from this research indicated that the key areas of need for information, predominantly include:

- understanding supply chains
- planning production in the supply chain

- Workplace Health and Safety
- benchmarking
- marketing and selling
- business planning
- information management systems
- succession planning
- risk management

The research also found there was a business requirement for improved skills and knowledge across a range of areas that could best be acquired through training / workshops or tailored consultancy services. These areas include:

- understanding of supply chain management
- financial management
- negotiation skills
- communication skills
- information management and systems
- human resources management
- workplace health & safety implementation
- consumer trends
- marketing systems
- identifying and capitalising on business opportunities

Following on from the identification of the key areas of learning, specific learning objectives were extracted from the research for each of the learning areas. These learning objectives were then mapped against units of competency from the Rural Production and Business Services Training Packages of the Australian Quality Training Framework (AQTF) standards. The mapping of the learning objectives is documented in Appendix 3.

Mapping training to competencies is important for two reasons:

- Firstly, it enables courses to be recognised in a formal training structure (Australian Quality Training Framework (AQTF)) allowing training recipients to receive nationally recognised qualifications acknowledging their attainment of knowledge and skills. Although this is not a high priority for many horticultural producers, anecdotal evidence across all agricultural industries, suggests that there is a trend for producers to seek this recognition. Industry service providers such as financial institutions are also beginning to recognise the attainment of skills in their business risk profiling of clients.

- Secondly, to attain FarmBis funding in Queensland it is a prerequisite that training courses are aligned to the Australian Qualifications Framework (AQF) Certificate IV or higher.

It was worth noting that the requirement for workplace health and safety (WPHS) training, as a business compliance requirement, rated high across all regions and commodities. It is also considered that this could be used as one of the key drivers for uptake of training across the horticultural sector.

The alignment of WPHS training with the Australian Qualifications Framework (AQF) provides the opportunity to expose growers to formal training structures and the benefits that can be realised from obtaining recognition of their skills and knowledge.

3.2.2 Training and service offerings for tier 3 target market

In addition to the survey conducted with growers and Industry Development Officers, a focus group was held with a group of industry leaders (tier 3) to test the need for more sophisticated levels of support including leadership courses, mentoring and peer support networks and to establish what training and services could be offered by an organisation such as Growcom to support this sector of the market.

The focus group identified a number of issues impacting on the industry (see Appendix 4) and potential training and services that would be beneficial for the development of their enterprises and /or industry. These included:

- succession, strategic, financial, and investment planning
- training
 - category management
 - account management
 - sales and marketing
- assistance to utilise information and R&D
- HR solutions including labour management
- compliance solutions
- marketing and product innovation solutions
- hosting relevant industry forums and networks
- industry and enterprise issues management

The focus group indicated that their preference was for tailored, industry relevant support. The establishment of peer networks so that owners and managers had the opportunity to meet and exchange enterprise and industry information was also considered to be of value to the group.

It was generally considered that the areas of leadership and supply chain development were adequately serviced by the range of courses available such as the Australian Rural Leadership Program, Produce Executive Program (Mt Eliza Business School), Building Rural Leaders Program (Queensland Department Primary Industries and Fisheries) and the Rabobank Executive Development Program. Details on these courses are provided in Appendix 5.

The group also identified some of the barriers to uptake of training and services and the actions that are likely to improve uptake

Barriers included:

- services are currently not available
- lack of promotion of available services (not knowing what is available in terms of services)
- convincing service providers to do something different (redefining how services are delivered)
- return on investment (ROI) – not sure of ROI (value / costs)
- level of business background
- time
- perception of service delivery agents (Growcom need to get a track record and to be seen as a preferred provider)
- poor understanding of service needs

Collaborative action (small groups of willing growers to work together such as in the GrapeConnect model), the desire of growers (in the context of being suppliers) to gain power in supply chain relationships and promotion of available training and services were seen as the key driver that would promote the uptake of training and services.

The focus group was also asked about a range of topics to help Growcom position its offering to this segment of the market. This included finding out how these businesses gain information about training and services, what criteria they use to evaluate training and service offerings and the mechanisms used to evaluate the training /services post purchase. These are detailed in Appendix 5.

3.2.3 Market tier deliverables

To meet the needs of industry and recognising the segmentation of the market into the three tiers, as described above, it is proposed that a range of services are offered that reflect the research findings described above.

For example, the requirement for basic information on the range of topics identified, and others that may be identified in the future, can be easily provided through Tier 1 services:

- fact sheets and case studies (hard copy and on-line)
- introductory workshops
- newsletters (hard copy and on-line)
- online catalogue of R&D resources
- information hotline / email service

The following tasks and activities have been completed to support the future rollout of these services:

- a list of proposed fact sheets has been developed based on the findings from the grower and Industry Development Officers surveys

- a number of these fact sheets have been developed as part of this project to provide a template for Growcom to meet industry information needs
- a number of service providers have been identified to deliver introductory workshops on a range of issues, including workplace health and safety issues and succession planning in the rural sector
- a framework for delivering on-line resources has been developed
- the instructional design for a supply chain self assessment toolkit has been developed
- Other online training resources have been identified to meet the needs of this tier of the market.

Similarly more sophisticated training, mentoring and consultancy services can be delivered to the other tiers of the market. In most cases there are a selection of training and service providers that have the capability and resources to meet industry needs.

One exception was in the area related to 'understanding the supply chain'. Although there has been a number of training packages developed on this topic over the last few years, uptake of this training has been limited. After discussion with a number of training providers who were involved with the delivery of this training it was decided that Growcom would commission the development of a tailored training package, which had a stronger horticultural focus, to better meet industry needs. This package has been completed and will be trialled in early 2007.

It has already been identified that one of the prerequisites to the delivery of this course will be the identification of groups of growers that are comfortable to participate and collaborate in the training workshop and possible extension activities. Growcom's Industry Development Officers are keen to pursue this training option with their grower groups.

Research also indicated that there was an interest in Growcom facilitating a training register for managers to record their training accomplishments in a central repository for easy retrieval.

The delivery matrix for training and services is shown in Figure 2 (page 17).

Target market deliverables

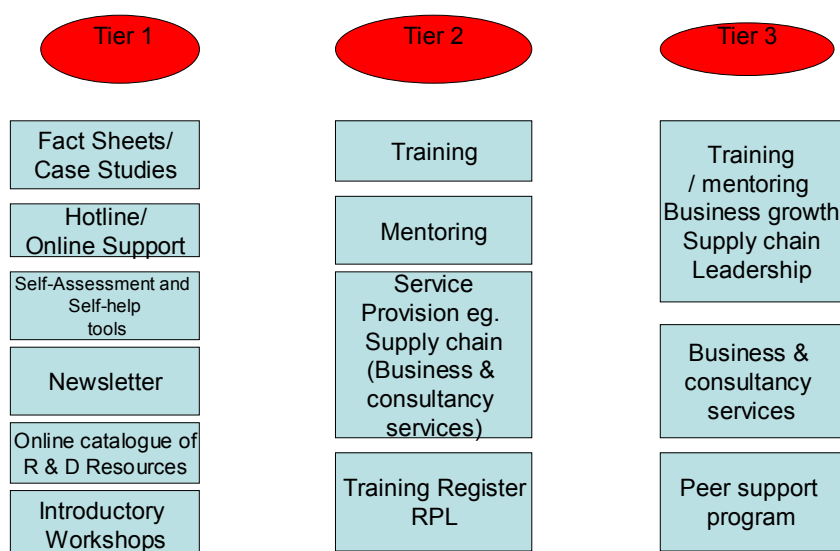


Figure 2: Growcom training and services deliverables in target market tiers

3.3 Delivery models

Research was undertaken to identify successful models that have been adopted in other industries to build industry capacity and foster a culture of learning. These included:

1. Target 10 - Victorian Dairy Industry Extension Program

Target 10 is an industry-driven statewide extension project for the Victorian dairy industry. The project aims to improve the productivity and viability of the state's dairy community by providing opportunities for dairy farmers to adopt improved management practices.

The project has been operating for a number of years and is supported at the grass roots level by regional committees who set R&D priorities and run local projects and are supported by Industry Development Officers from DPI Victoria.

When Target 10 was first introduced the project included a structured training component including three core 'theory' days and three on-farm days with one-on-one support. The model has now developed into discussion groups based on particular topics in regional areas.

Funding is provided by Dairy Australia, the peak body who administer farmer levies. There is also funding by regional development groups and local catchment committees.

(source: www.target10.com.au)

2. Kondinin Group

The Kondinin Group is a Western Australian based not-for-profit farmer owned organisation supporting the traditional agricultural industries. It has 10,000 farmer members across the country and aims to improve agriculture by sharing reliable and practical information.

The organisation also has a wholly owned subsidiary, Kondinin Group Industry Training, which develops and delivers a range of training courses to producers, contractors and organisations servicing the industry and the non-agricultural sector. Training is usually presented in small groups organised by regional training coordinators.

(source: www.kondinin.com.au)

3. Food Chain Centre - UK

The Food Chain Centre is an organisation based in the United Kingdom which has a focus on supply chain management. Its work is part of the national strategy to improve the competitiveness and profitability of farming and it is primarily concerned with business improvement within the farming and food sector.

It offers a range of training and support services to farm and food businesses including:

- Farm Business Strategy: to help develop competitive strategies and measure business performance
- Farm Business Clubs: where participants share best practice and develop improvement plans based on benchmarking cost of production information
- Differentiation: contains Market Info to help farmers and food producer identify new opportunities
- Production Excellence: which shows ways to help improve cost, quality and service in processing and the field
- Supply Chain Collaboration: describes ways to map chains and reduce wasteful activity

(source: www.foodchaincentre.com)

4. Meat and Livestock Australia – EDGENetwork

The EDGENetwork is an education and information initiative of Meat & Livestock Australia designed to benefit livestock producers and the wider industry. The aim is to drive industry development by providing producers with the best available information. It is a range of practical workshop sessions and learning opportunities to gain knowledge and develop skills to improve livestock enterprises.

The program offers workshops ranging across key areas including marketing, finance, human resources, natural resource management, pasture and livestock management. The workshops are mapped out for participants at the first planning workshop and the group selects the topics that will make the biggest difference to their businesses.

A national data centre is being developed to allow farmers to confidentially record, share and access information to compare individual business performance with others. Benchmarking on a local, regional and national level will generate useful information,

including livestock and pasture production, marketing processes and labour management.

(source: www.mla.com.au)

5. Growcom Grape Connect

GrapeConnect is a network of early season Australian producers and wholesalers that supply table grapes of consistent eating experience to consumers through adherence to a quality standard. The GrapeConnect network was initiated in 2003 with a charter to improve the eating quality of early season white grapes and drive the demand for the category.

The GrapeConnect network uses has implemented a range of communications activities, such as field days, teleconference and an annual industry conference to encourage growers to share information and learn from each other. These mechanisms they are currently addressing the introduction of product quality programs, requirements for promotional and branding initiatives and supply chain relationships.

Membership of GrapeConnect is voluntary and currently comprises 33 businesses involved in the early season table grape industry.

(source: www.grapeconnect.org.au)

6. Cotton Australia

Cotton Australia is currently piloting an industry skills development program. This focuses on training and skills attainment for different sectors of the cotton labour market and for owner / managers. The offerings include:

- Cotton Advanced: is a series of workshops for owners and managers. It utilizes skills recognition and provides flexibility in addressing individual skills needs. For example, Cotton Australia is currently running a Labour Management Workshop for this sector.
- Cotton Intermediate: is aimed at the supervisor or leading hand level. It is suitable as the basis for a skills recognition process for workers already in the industry.
- Cotton Basics: is a training program aimed at existing workers. It recognises skills they already have and identifies any gaps and helps build those skills. There are a range of financial incentives through government incentives designed to help growers and managers with the cost of training.
- Cotton Seed: is an entry-level training program for those seeking a career in the cotton industry. This program encourages young people into the industry by providing them with skills and defined career pathway. The training course is aligned to national and industry recognised qualifications. A trial Cotton Seed program is available at Farrer Memorial Agricultural High School.

The key learnings from this research were that successful programs have a number of common attributes, including:

- a focus on formal and informal learning options
- most activities are group based and as a result there are significant benefits from group based activities where businesses can share information, learn from each other and provide peer support.
- informal learning options tend to focus around discussion groups either regional based or issue specific.
- the learning direction needs to be determined by group / individual.
For example, the MLA EDGENetwork provides learning pathways for growers to achieve their individual learning needs.
- many formal programs have both training and mentoring components.
- there is often a strong focus on benchmarking
- focus of training and services on driving profitability and viability of individual business enterprises
- skills development initiatives are supported (financially and in-kind) by a range of industry partners including industry associations, government sector and the private sector.

From this research, a suitable and sustainable model through which Growcom can deliver training and services to promote improved supply chain and business management across the horticultural sector was developed.

The proposed model recognises all stakeholders and provides a framework through which information, training and service can be offered to industry. It also provides the mechanism to gather feedback and provide support to stakeholders.

The model is represented diagrammatically in Figure 3 (page 24).

The proposed model will require a range of resources to enable it to develop its offerings; establish its position in the market and continue to offer these services and training to the sector in a sustainable method. The most important resource will be the Training and Services Manager to drive the initiative forward.

The benefits this model offers for Queensland horticultural producers includes:

- a one stop shop for training and service needs saving growers time and money
- assistance with identifying training and skills needs at an individual and enterprise level (learning pathways)
- training and services matched to training / skills needs;
- qualified training providers who have an suitable level of understanding of the horticultural sector
- increased support from other service sectors such as the financial and insurance sectors
- training aligned to AQF (Australian Qualification Framework) / FarmBis funding
- peer network support

- flexibility, choice
- proactive support and alignment with other Growcom services

The model also offers benefits to other stakeholders:

- for trainers and service providers, it provides access to qualified business leads and the opportunity to extend their offering where gaps are identified and support through communications and marketing.
- for Industry Development Officers, it provides co-ordination of industry training requirements and an additional range of tools for their industry participants to access to drive business improvement and profitability
- for government, it provides a sustainable model for the delivery of training in the Queensland horticultural industry reducing reliance on government funding support
- for other industry service providers, particularly those in the finance sector, it will assist in developing more a more robust horticultural sector reducing their risk and exposure to investment in the sector.

Partners and funding

There were a number of key stakeholders that were identified as being important in facilitating the ongoing success of the Growcom implementation strategy. These include:

- Federal government, through their AAA FarmBis and AusIndustry programs
- Queensland government through their AAA FarmBis program and their partnership agreement with Growcom
- Horticulture Australia Limited with their support of leading edge research and extension and through their focus on supply chain development projects.
- National Food Industry Strategy (NFIS): Growcom has formed a partnership with NFIS to foster the exchange of information and support for the horticultural production sector.
- private and public sector trainers with required skills, and
- private sector businesses, particularly in the financial services sector, that have indicated an interest in being supporters of an industry led initiative that supports the outcomes they are seeking, namely improved business management skills in individual enterprises and across the sector

To allow the implementation strategy to be success, it was determined that funding would be required in the initial phases of the rollout to allow the initiative to successfully imbed in the industry. As a result research was conducted to identify suitable funding source that may be available for industry and individual enterprise development for the future extension of this project. Key finding sources are identified in Appendix 6.

Trialling training and service offerings

Through this project it was important to trial the delivery of training and services and identify issues that impacted on the successful delivery of these offerings. This included considering areas such as

- identification of specific needs and the drivers for uptake of training /services,
- planning training / service delivery,
- identifying appropriate service / trainer providers and matching these with identified needs;
- tailoring training / services content to meet needs,
- commercial arrangements including FarmBis support and
- engendering a philosophy of continuous learning to improve business performance.

It was found in the research undertaken that there was a high demand for Workplace Health and Safety training. As a result, the delivery of training and consultancy in this area was trialled through the Growcom model.

Based on demand, two works shops were organised with growers in Gatton and Tully.

Growcom identified and engaged a trainer that had the skills to deliver suitable training. Initially a one-day workshop covering the major elements of implementing WPHS in a farming enterprise was delivered. This training workshop was well received and growers requested further one-on-one support from Growcom to implement policies and procedures on their farms, as a result of the training.

Recognising the need for further support a new WPHS course was developed that supported one-on-one farm based support. This course was mapped to Certificate IV level and registered with FarmBis.

The training was then marketed to the banana industry in North Queensland and delivered to five growers over a six day period. All processes related to planning of training, registration of the course and training delivery with FarmBis, and the evaluation of training were documented to assist with future rollout of the model.

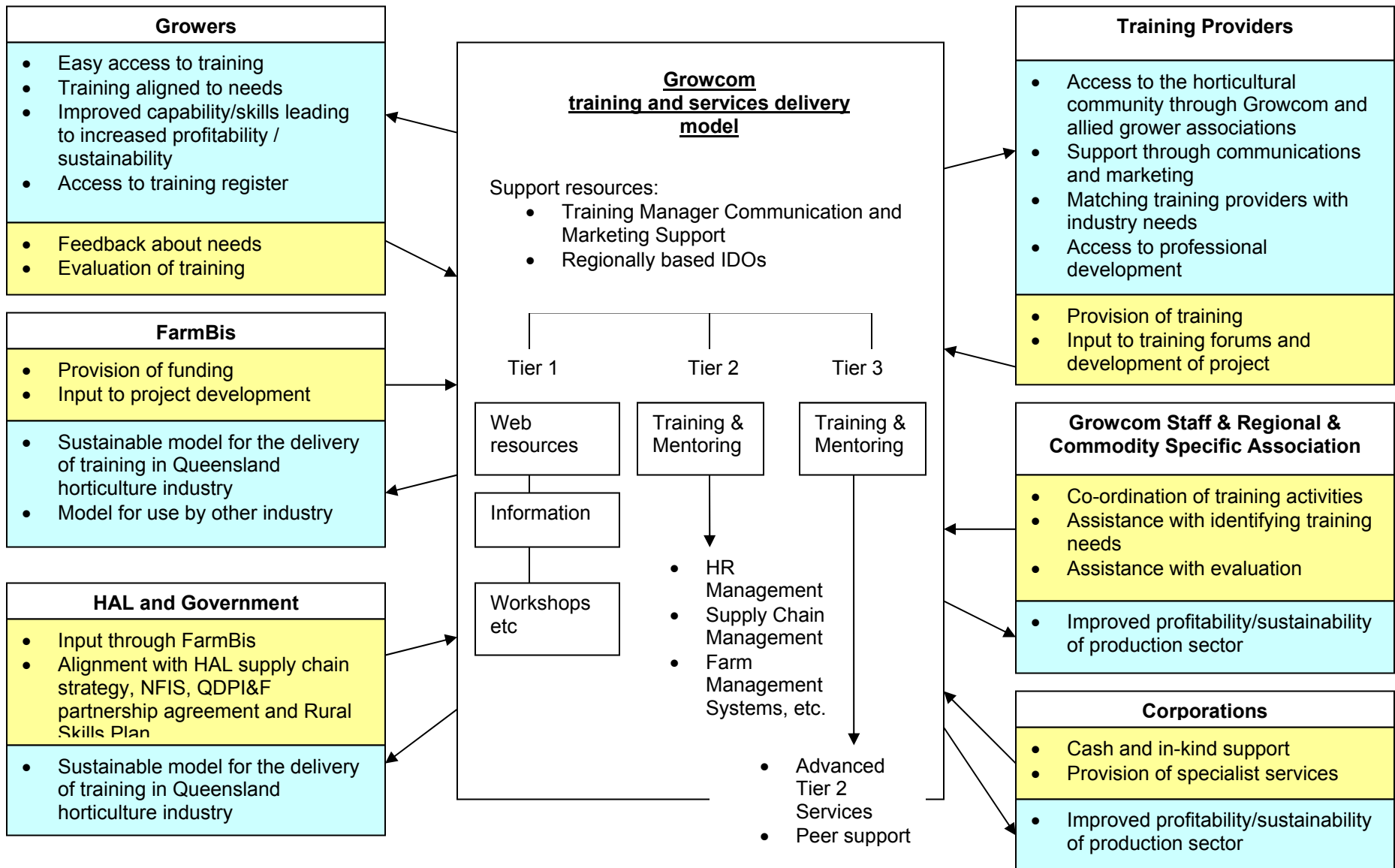
Evaluation of growers after the delivery of the training showed that the standard of training was high and well tailored for their business needs. The summary of the evaluation is shown in Appendix 7.

Following review with the trainer after delivery, it was decided that minor modifications should be made to the training for future delivery.

The process of marketing the “Understanding Supply Chains” course was also commenced before the completion of this project. There was a high level of interest in particular sectors of the market, but the requirement to identify and organise groups provided challenges. As a result the delivery of this course was not possible within the timeframe of this project.

It has however highlighted the need for good planning, marketing and the engagement with supply chain champions to ensure a successful level of uptake with this type of training. Processes to address this issue have been identified for future reference.

Figure 3: Growcom training and services delivery model



4.0 Discussion

The research undertaken in this project supports the implementation of a brokerage model for delivery of training and services to the Queensland horticultural industry. Growcom, as the peak horticultural body in Queensland is ideally placed to offer this service.

A review of literature and training and service delivery models in other agricultural sectors has shown that initiatives, if well considered and implemented, can provide significant benefits to producers. The literature also supports the training brokerage as one of the possible models for delivery of training and services and considers that industry associations can play a key role in the delivery of products and services to its members and other industry stakeholders.

By acting as a hub to facilitate access to training and services, Growcom can provide vital links, quality checks and support to all stakeholders to improve skilling across the industry. Not only will growers benefit by having easy access to co-ordinated, 'tested' and quality training and services that have been developed or tailored to meet their needs but other stakeholders will also benefit. For trainers and service providers that often view access to the horticultural industry as problematic, it will provide access to qualified business leads and the opportunity to extend their offering where gaps are identified. The model also has the ability to meet the needs of other stakeholders such as Industry Development Officers, government and other industry service providers.

Primary research undertaken with growers and Industry Development Officers identified a requirement for information, services or training across a range of areas related to supply chain development and business management (see page 12 & 13). The requirements of different enterprises was dependent on a range of factors including the type of crops grown, the size of the enterprise, the nature of their supply chain and consumer market and their role in the supply chain. It is also worth noting that the primary research undertaken closely reflects research undertaken by Kilpatrick, S. & Guenther, J. (2002) for a FarmBis Survey, which indicated the key training areas for production-agribusiness were people management; financial management; general business management; marketing; production management and natural resource management.

Growers wanting to access training and services indicated their preferred method of delivery was through one-on-one support or workshops. To access information, however, the preference varied depending on the target market. For Tier 1 & 2 the preference was for hard copy newsletters and fact sheets. Leading growers indicated that more than often they use the Internet to access information. This may reflect a different level of skills or a requirement for different types of information. Although the Internet is currently used in a limited capacity it is expected that increasingly growers will look to this medium to access solutions for their specific information, training and service requirements. For this reason it is proposed that Internet based communication, information and training is imbedded into the delivery model.

Although there are many training and service providers supporting the horticultural market, as indicated by the 70+ that were identified through this project, there is also evidence that uptake of training and services across the sector is limited. The findings

from the focus group and other stakeholders indicated that the reason for this is complex, however many issues to do with uptake could be overcome if there was easy access to 'tested' quality training courses and services delivered by people that had an understanding of the horticultural industry.

Through a training and services brokerage model, Growcom would promote and co-ordinate delivery of the training and service offerings to the horticultural industry. To ensure the delivery of a successful model, it would also have responsibility for identifying industry needs, matching needs with qualified training and services offered by qualified practitioners, developing or facilitating the development of products and services to specifically meet industry needs, evaluating the content and application of training and services and monitoring the impact of interventions on industry performance.

Although this project has focused on supply chain and business management issues there is no reason the proposed model could not be extended to include other disciplines impacting on horticultural enterprises such as natural resource and production management.

The market segmentation, recognising three tiers of skills and requirements in the production sector which was developed in the preceding project (HG03071 Horticultural Value Chain Analysis and Policy Development) has provided a sound basis on which to scope industry requirements and develop the proposed delivery model.

The proposed deliverables in each tier of the model, as shown in Figure 2 (page 17), such as information provision and training are not mutual exclusive but should be seen as a pathway along which growers can progress as their needs change and their level of knowledge or skills requirement increases. After attaining information about a specific topic (tier 1), growers may realise that they need additional skills to meet their business objectives. In this case a training workshop or consultancy services (tier 2) may be the best way to attain the required knowledge and skills quickly and cost effectively.

One of the challenges of the model will be engaging with the sector of industry that would be accessing tier 3 services. It was originally considered that one of the needs of the industry may be a horticulture-specific leadership / supply chain development course. This consideration was tested with the focus group of industry leaders and it was generally considered that this sector of the market was well serviced with a range of known courses and programs, such as the Australian Rural Leadership Program and the Produce Executive Program.

The focus group did however highlight that as businesses became more sophisticated the requirement for tailored training and services becomes more evident. At this end of the market (tier 3), growers are looking for access to 'qualified and specialist' practitioners which can offer solutions to meet the specific business needs. This sector also valued the opportunity to interact and share information with their peers in an informal setting. They valued industry forums where the content was highly relevant and they had the opportunity to network and saw an organisation such as Growcom suitable facilitators for these types of initiatives. .

Under the proposed model, learners at all levels are catered for and continuous learning is promoted. This has been shown through the delivery of the Workplace Health and Safety (WPHS) training trialled as part of this project. The growers involved in the training initially accessed a course to gain a better understanding of their responsibilities in relation to WPHS in their enterprises. The course evaluations showed that the course

was relevant and well received. As a result of exposure to the topic some growers then realised that they needed additional support to successfully implement policies and procedures in their operation. As a result a number of the growers have chosen to access further consultancy services to complete the implementation of suitable WPHS processes in their own enterprise.

In moving forward, Growcom will need to recognise that to be sustainable and successful this type of initiative needs to be well resourced and marketed. One of the key resources required is a person to act as a Training and Services Manager to co-ordinate and drive the initiative. Administration support will also be required because of the planning, support and evaluation components of the model. Resources, whether through government funding, grants, sponsorship or commercial fees, will also be required to support other components of the model such as the marketing program and developing grower resources such as fact sheets and tool kits.

As this will be a new approach in delivering services to the Queensland horticultural industry, it is important that the benefits of accessing training and services through this type of model are obtainable and are understood by growers. This will improve uptake of training and services leading to improved skills development across industry. One of the key risks to the success of the model is under investment in the marketing of the initiative.

From the training and service providers' perspective, it is important that the initiative is not only successful in attracting growers to uptake the training and services offered but it is also important that the initiative provides commercially attractive opportunities for the providers. If so, it will attract new service providers and encourage existing quality providers to continue to support the initiative. This will lead to positive outcomes for businesses and industry.

Through this project a range of funding support has been identified for the industry to access to assist with the implementation of the model. Other grants and funding support, such as FarmBis, can assist individual enterprises offset costs encouraging the uptake of training and should be leveraged where possible to promote uptake of training.

5.0 Recommendations and moving forward

The following recommendations are made in relation to the delivery of information, training and services to the horticultural industry in Queensland.

It is recommended that Growcom:

- adopt and invest in the proposed brokerage model outlined in this project as a mechanism to deliver information, training and service to Queensland horticultural industry. The model should embrace quality 'tested' training and services across a broad range of supply chain and business management areas, as identified by industry needs analysis. It should also encompass flexibility and choice for growers.
- explore opportunities to attract sponsorship, funding or secure industry development grants to assist with the rollout of this model to support capacity building and industry development
- employ a Training and Services Manager to drive the rollout of this initiative and provide the required administrative resources to support the process. The Manager role will be responsible for matching of training and service needs with suitable providers, co-ordinating the delivery of training and services, ensuring the provision of ancillary services to growers, trainers and other stakeholder groups as outlined below, evaluating and suitably modifying all services delivered and ensuring the sustainability of the initiative through appropriate commercial and funding arrangements.
- develop information resources such as fact sheets, newsletters and other online resources to support training and other services
- consider conducting relevant industry forums to support peer networking for leading businesses in the industry
- develop a suitable communication and marketing plan for the initiative, which should recognise the proposed market segmentation and target:
 - growers and grower groups
 - current and potential trainers and service providers
 - other interested stakeholders such as government and corporate entities

and should include:

- a strong public relations component
 - branding
 - loyalty and membership incentives to foster a learning culture
 - establishment of a training calendar
- develop a stakeholder support plan, which might include:

- an industry induction program for all trainers and service providers
 - updates on important issues impacting the horticultural industries
 - training support eg. presentation skills development, curriculum and instructional design development, competency mapping etc
 - networking opportunities between training and service providers and with other stakeholders such as government to improve market offerings
- develop a grower support program including a process whereby growers determine their training and service needs, map training requirements, register completed training and, if formal recognition of skills is required, undertake accredited courses or gain recognition of skills attainment through 'recognition of prior learning' processes. The grower support program should also include further industry analysis to refine or identify new product and service offerings for the market.
 - investigate the inclusion of other disciplines impacting on horticultural production businesses such as natural resource and production management into the model
 - investigate the inclusion of this delivery model into a broader industry training and services plan similar to the plan developed by Cotton Australia
 - continue to identify and engage suitable training and service providers with the products and skills to meet industry needs; in particular where gaps exist in current offerings.

6.0 Acknowledgements

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- Craig Johns (National Food Industry Strategy)
- Paul Westbury (P.J. Westbury Consulting /Sunstate Training)
- Richard Coutts (Primary Business Solutions)
- Russell Cummings (Strategic Business Development)
- Queensland Department of Primary Industries and Fisheries
- Horticulture Australia Limited

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9.0 Useful websites

Government	
Agri-Food Industry Skills Council	http://www.agrifoodskills.net.au
Dept of Agriculture, Fisheries and Forestry	http://www.daff.gov.au
Dept of Training & Employment Queensland	http://www.trainandemploy.qld.gov.au
National Food Industry Strategy (NFIS)	http://www.nfis.com.au/index.html
National Training Information Service	http://www.ntis.gov.au
Business / Leadership Support	
Achaeus	http://www.achaeus.com.au
Australian Rural Leadership Program	http://www.rural-leaders.com.au
Building Rural Leaders program	http://www2.dpi.qld.gov.au/community/11968.html
Centre for Rural & Regional Innovation Queensland	http://www.crriq.edu.au/About/index.htm
Melbourne Business School Executive Development Programs - Produce Executive Program	http://www.mbs.edu/go/executive-education/about-the-mt-eliza-centre http://www.buseco.monash.edu.au/schools/peninsula/exec.php
Rabobank	http://www.rabobank.com.au
Resource Consulting Services	http://www.rcs.au.com/index.html
Models for Delivery	
Cotton Australia	http://www.cottonaustralia.com.au
Food Chain Centre	http://www.foodchaincentre.com
Grape Connect	http://www.grapeconnect.org.au
Kondinin Group	http://www.kondinin.com.au
Meat & Livestock Association EDGENetwork	http://www.mla.com.au
Riverina Food & Wine Centre	http://www.rit.tafensw.edu.au/griffith/commercial_services/coe/default.asp
Target 10 dairy extension	http://www.target10.com.au
Delivery	
National Extension Water Outreach Education	http://wateroutreach.uwex.edu/use/Flowchart.cfm
George Morris Centre Canada	http://www.georgemorris.org/GMC/Home.aspx
Vocational Education & Training Industry Group	http://www.vetig.com.au/
Agricultural Marketing Resource Centre – An information resource for value-added agriculture	http://www.agmrc.org/agmrc/default.html
Other training	
Cold Chain Centre Training and Education	http://www.coldchaincentre.com.au
Export market development and training courses	http://www.austrade.gov.au
State Air and Sea Freight Councils	http://www.freightcouncils.com.au
Funding Sources	
AusIndustry	http://www.ausindustry.gov.au
Busigrants	http://www.busigrants.com.au
Department of Agriculture, Fisheries and Forestry New Industries Development Grant / Industry Partnerships Program / In-market experience scholarship	http://www.daff.gov.au
FarmBis (Queensland)	http://www.farmbis.qld.gov.au
Grantslink – Federal Government	http://www.grantslink.gov.au
Information Technology (ITOL) Online	http://www.dcita.gov.au/ie/ITOL
National Food Industry Strategy (NFIS)	http://www.nfis.com.au/index.html

Appendix 1: Literature Review

Research Background:

To develop a client focused model for delivery of training and services, desktop research was conducted to gain an insight into current practice. Industry driven brokerage to coordinate training and services specifically targeted to primary producers is well supported in the literature.

Training Brokerage

A client focused direction for educating in the value chain is designed to provide services, information and training that primary producers view as relevant to their needs. It is based on determining their needs and designing outcomes and delivery that are tailor made. This approach avoids fitting a 'square peg in a round hole' and ensures that there will be greater uptake of the information, service and training.

Research has established that industry driven training brokerage has a strong basis for delivering this type of training. Training brokers act for primary producers to match learning needs of clients with the expertise and services of training providers. Kilpatrick et al (2001) found the benefits are clients have ready access to a wide range of information and resources and can become empowered and independent learners with their own networks. Features of good practice in training brokerage include working closely with clients and providers to identify needs and negotiate appropriate training, and encouraging clients to form their own networks in order to access resources and training, so over time they become independent, informed learners.

A report prepared by Sue Kilpatrick, Amabel Fulton and Leonie Geard, Centre for Research and Learning in Regional Australia (CRLRA) for the Department of Agriculture, Fisheries and Forestry in September 2002 stated that "A wide range of education and training opportunities in agriculture are provided without on-going consideration of the changing needs of clients and the industry. At the same time, major changes to the funding of extension, education and training in Australian agriculture may result in the creation of gaps in the delivery of 'public good' learning opportunities."

It is clear from case studies that farmers' participation in learning is not determined by a lack of education, extension, information and training experiences and programs; rather, it is determined by the difficulty of being able to 'match' the available learning experiences with what the learners want. There is an important role here for a learning or knowledge broker. (Andrew et al, 2005) Coordination of the training and services required for a viable value chain is dependent on extensive industry knowledge and involvement. Primary producers are not generally well informed about the availability of training, services and information and the presence of a third party to broker the selection process is invaluable.

There is already a large amount of training, information and services available to primary producers in Australia. It is difficult to determine what is suitable and value for money.

Kilpatrick et al (2002) stated that industry organisations have a role to play in becoming brokers of this plethora of information to provide a customised service for their members.

Mentoring

Training and service provision should be supported by mentoring of the participants. Mentoring and coaching involve one-to-one relationships between someone who wants to learn a skill, or reach a goal, and another more skilled person who supports the learner. Colley et al (2002) found that mentoring is a highly effective method of learning for business managers, including primary producers. It capitalises on the primary producers' well-documented preference for learning from peers. It is potentially effective in transferring skills and knowledge in a variety of topic areas.

These researchers identified that mentors could be sourced from within or outside the network. There were a number of advantages to sourcing mentors from outside, especially in respect to various aspects of business management.

Successful outcomes

A review of literature revealed the basis of successful training outcomes in variety of training models. In all cases, close development of training with the target audience by industry bodies gave a successful outcome.

For training to have successful outcomes, Kilpatrick et al found that

- All stakeholders need to have input into deciding what learning activities are offered if there is to be effective collaboration in developing education and training programs.
- The majority of providers that scored best in providing suitable training have characteristics that are associated with large providers.
- The partnership model where providers work in partnership with the target group and brokers, who may be industry organisations or government agencies, is most likely to be effective. People skilled in working across the producer-industry-education sectors cultural divide is likely to lead to successful education and training outcomes.
- Partnerships where industry is proactive in initiating and maintaining linkages and relationships tend to be the most successful. Industry organisations and government agencies appear to have most of the characteristics and resources required of effective, proactive and well-networked brokers.

Coutts et al (2005) in their factsheet "Training for capacity building" have identified training as one of five different models of extension operating in Australia today. The authors believe that workshops or courses can be developed, packaged and delivered to a large number of diverse participants to build their skills and knowledge base. Well designed and implemented training and programmed learning programs can provide invaluable support for people to make big jumps in knowledge and understanding in specific areas. These people could already be involved in an extension program and have identified that they need training to improve their knowledge and skills.

Examples of training-based models include: Grazing Land Management and Northern Nutrition (a national beef industry program); Building Rural Leaders (a Queensland community-based program); Quality Management Training for Vegetable, Melon, Stone Fruit and Mango Industry (a national horticultural training program); Marron Roadshow (a WA aquaculture program); and Research to Practice in the Grape and Wine Industry (national program).

Characteristics that contribute to the success of training programs and events are as follows (Coutts et al 2005):

- proven market demand. Successful training projects are the result of comprehensive market research.
- test training packages before delivery. The use of pilots to test packages is a critical step in the development process and is part of the effective framework for undertaking market research, and developing and delivering training products.
- information is integrated into a cohesive package. Training may not just be about technical issues. A well designed training programme will identify and satisfy any needs for training, e.g. in topics such as leadership, literacy and numeracy, and business skills.
- course material is aligned with training packages. Projects developed under the training model can and should be effectively linked into the National Training Framework.
- clear explanation of the links with accreditation pathways.

The review of literature revealed that a partnership resourced with people skilled in working across the producer-industry-education sectors cultural divide is likely to lead to successful education and training outcomes. Partnerships where industry is proactive in initiating and maintaining linkages and relationships tend to be the most successful. Industry organisations and government agencies appear to have most of the characteristics and resources required of effective, proactive and well-networked brokers.

Past experience has indicated that gaining farmer participation in training can be difficult. Farmers tended to participate in learning when direct on-farm benefits to their business were evident. As a result, Andrew, et al. (2005) found that before learning events take place extension providers need to identify and describe the benefits of learning in terms that are relevant to the individual enterprise. An example of such an approach would be a value chain-oriented one, whereby production, environment and quality are all considered as central to developing learning that has meaning for individual farmers and is responsive to the demands of current farming practice.

It was also found that many “available learning programs are organised in such a way as to respond to local needs and conditions. This does not just mean that learning is to be situated in local areas: it means localising in terms of issues, organisation (through local farming groups or other social groups) and responding to the community’s time and relevance demands”. These were the most successful training program.

Types of training

Finally, the types of training needed in the primary sector were investigated for relevance to horticultural producers. The research undertaken in this project confirmed these training needs to be as relevant to horticultural producers in Queensland. The focus of training and service delivery was placed upon People Management and Financial Management.

A report prepared for DAFF in September 2002 identified the following areas as needing more training across Australia in all industries. These are:

- people management: communication and leadership;
- financial management: risk management and financial statements;
- general business management: quality assurance and strategic planning;
- marketing: market access and marketing in general;
- production management: integration of new techniques and pest management;
- natural resource management: water quality / waste and land management / erosion.

(FarmBis Survey - Final report for Agriculture, Fisheries and Forestry Australia. Prepared by Sue Kilpatrick & John Guenther 2002)

Further research has shown that by Kilpatrick, et al, (2002) found that “providers, who use a process that suggests they are successful in meeting industry or client needs, consult with a wide range of stakeholders in negotiating the learning objectives and content of training programs.” Where a broker, such as an industry organisation, works in partnership with primary producers and training providers, the outcome is more likely to be effective training.

Further research by the Cooperative Venture for Capacity Building and Innovation in Rural Industries has indicated the need for coordination and planning in directing training and service provision in value chain management. The authors of "What Works and Why", (2005), Jeff Coutts, Kate Roberts and Finnoula Frost have provided a checklist to assess and plan training for an agricultural audience.

Appendix 2 : Capability survey

NOTE: This survey was sent to potential training and service providers as a web based survey. The following is a copy in Word format.

CONFIDENTIAL

Thank-you for receiving this email

Growcom, as the peak representative body for Queensland fruit and vegetable growers, is currently in the process of implementing a development strategy, with a focus on the improved delivery of services and training in value chain and business development. This will be targeted toward Growcom members and other growers throughout Queensland. As part of this process, Growcom is developing a database of service providers that may be able to assist with the delivery of this development strategy and in future projects.

p2p business solutions is working with Growcom to assist in this process and as a result we have forwarded this survey to you based on your business's known capabilities, which we feel may have a fit with Growcom's future direction.

If you are interested in being involved in this process, please complete the following survey. All responses will be treated with the highest confidentiality. As Growcom progresses its development strategy, it will contact businesses with the required capabilities to discuss their potential involvement.

If you have any questions regarding the survey please feel free to contact me via email or on 0418 215276 or Mark Panitz at Growcom on 07 3620 3870.

Thank you for taking the time to complete this survey.

Regards,

Jenny Margetts
p2p business solutions
M: 0418 215276
B: 07 33112710
E: jmargetts@bigpond.com

Instructions

1) Please ensure that your email program is setup to include original message text on replying.

In Microsoft Outlook this is usually the default and is checked by selecting from the Outlook Main Menu:

"Tools - Options - Preferences - E-mail Options - On replies and forwards - Include original message text"

2) "Reply" to this email and fill in your survey responses alongside the survey questions. Please delete the "Y" or "N" as appropriate in some questions.

3) When completed please press "Send"

Capability Statement Survey

The aim of this survey is to document the service/ training capabilities of your company in the context of the rural (particularly horticultural) industry. Please complete as many sections as possible and reply to the sender who is a representative of p2p business solutions.

Company Name:

Contact Details:

Name and job title of Contact Person:

Mailing Address:

Telephone Numbers:

Office: Mobile

Preferred Email Address:

Number of Employees in your business:

1. Does your company provide services or training in the following areas: (Please delete the "Y" or "N" as appropriate)

Services	Training	Skill Development Area
Y/N	Y/N	(1) Mechanisms for collection of production costs and returns
Y/N	Y/N	(2) Benchmarking for whole of supply chain
Y/N	Y/N	(3) Supply chain management and development
Y/N	Y/N	(4) Best practice business management
Y/N	Y/N	(5) Development of linkages with service providers to identify new business opportunities
Y/N	Y/N	(6) Information management
Y/N	Y/N	(7) Business relationship skills - forming alliances and partnerships
Y/N	Y/N	(8) Asset management
Y/N	Y/N	(9) Market volume and pricing information
Y/N	Y/N	(10) Financial investment information
Y/N	Y/N	(11) Taxation advice
Y/N	Y/N	(12) Succession planning
Y/N	Y/N	(13) Consumer trends information
Y/N	Y/N	(14) Negotiation and communication skills

Y/N	Y/N	(15) Computer skills
Y/N	Y/N	(16) Human relations management
Y/N	Y/N	(17) Leadership development

Other Service and Training Areas – please list:

2. Does your company have experience delivering services / training to the production horticulture sector? Y/N

If "Yes", please provide more detail about your business's services / training your company provides, specific target markets etc?

3. Accreditation:

If you provide training please, list any relevant accredited courses you deliver and the accrediting organisation:

4. Delivery Mechanisms:

How do you deliver your services or training? E.g. on-farm, group meetings, online.

5. Group Size (training only):

If providing training, please select the group size/s that your business has the capability to deliver to:

Y/N	One on One
Y/N	1 to 5 participants
Y/N	6 to 10 participants
Y/N	>10 participants

6. Types of service/ training packages:

Please select each type of training package your company delivers:

Y/N Prepared package

Y/N Tailored package

7. Delivery Locations:

List locations in Australia where services / training can be delivered:

8. Costs of Services/ Training:

If possible please give details of general costs of services/ training. Also include any arrangements that may be in place for government funding/ subsidy:

Survey End.

THANK-YOU FOR ADDING YOUR DETAILS TO GROWCOM'S DATABASE OF
POTENTIAL SERVICE AND TRAINING PROVIDERS.

Appendix 3: Learning objectives

Learning Objectives

Learning objectives identified from surveys of growers and Industry Development Officers at Bundaberg (mixed horticultural enterprises), Stanthorpe (mixed horticultural enterprises), Tully (banana production) and south east Queensland (pineapple production). Objectives are mapped against Units of Competency from the Rural Production and Business Services Training Packages of the AQTF standards.

Unit	Objectives	Intended audience	Mode of delivery	Units of competencies
Understanding of supply chain	<p>1. Components of the supply chain are identified and their links and inter-relationships analysed. Communication, data access, information sharing and technology requirements for a supply chain are determined.</p> <p>2. The supply chain is researched and strengths and weaknesses in the chain are identified. The effectiveness of the supply chain is reviewed with each level of the supply chain, including staff and customers and areas identified for improvement. Opportunities are identified to respond to the changing needs of customers, supply chain and the organisation.</p> <p>3. Actions to build trust and foster a supply chain culture are implemented. Collaboration with supply chain organisations is facilitated to determine demand at each level of the supply chain.</p> <p>4. Communication and information exchange with strategic partners and suppliers is developed with the aid of technology and software for implementation of the supply chain management system.</p> <p>5. Feedback and evaluation results are used to plan and improve future supply chain management strategies.</p>	<p>Tier 1</p> <p>Tier 2</p>	<p>Fact sheet</p> <p>Training</p>	<p>BSBPUR504A</p> <p>Manage a supply chain</p>

Financial Management	<p>1. Types of data useful for financial decision making are explained. Methods of collection, preferably electronic are determined. These must be reliable and use resources efficiently.</p> <p>2. Information is collected and organised in a format suitable for analysis and interpretation in financial decisions.</p> <p>3. Information on previous financial transactions is obtained from records and compiled in a reporting form for the calculation of gross margins and to benchmark against other enterprises.</p> <p>4. Gross margins are analysed and interpreted to clearly define future planning. Conclusions are supported by evidence and contribute to the achievement of business objectives.</p> <p>5. A plan is prepared which allows for expected expenditure and financial reporting requirements, using 'most likely' prices and costs.</p>	<p>Tier 1</p> <p>Tier 2</p>	<p>Fact sheet</p> <p>Training</p>	RTE 5916A Prepare & monitor budgets & financial reports
Negotiation Skills	<p>1. Identify and target business opportunities and plan discussions with stakeholders to provide strategies and ideas to further those opportunities.</p> <p>2. Information relevant to the negotiation is collected, analysed and organised to support the outcomes required in the negotiation.</p> <p>3. Effective presentation skills, speaking, listening and questioning techniques are used to put forward a strong argument to other parties.</p> <p>4. The negotiation is conducted in a professional manner, including showing respect for those with whom the negotiations are conducted and using effective techniques for dealing with conflict and breaking deadlocks.</p> <p>5. Control and objectivity is maintained at all times in conflict situations and feedback is given assertively and received non-defensively during negotiations.</p> <p>6. Document appropriate and accurate records and key</p>	Tier 1/2	Training	<p>FNSICGEN402 Participate in negotiations</p> <p>RTE5902A Negotiate & monitor contracts</p>

	outcomes of negotiations which are distributed to all parties. The final position is confirmed, ensuring agreement and understanding.			
Communication Skills	<p>1. Communication, both formal and informal, is used appropriately both within and outside the enterprise. Clear and concise verbal communication is used appropriately for the audience.</p> <p>2. Body language and non-verbal behaviour is correctly assessed and responded to in an appropriate manner. Effective verbal and non verbal communication techniques are used during negotiations.</p> <p>3. Active listening skills and questioning techniques are used to clarify issues. Contradictions, ambiguities, uncertainty or misunderstandings are identified and clarified.</p>	Tier 1/2	Training	<p>PRSSM402A Implement effective communication techniques</p> <p>RUHHRT425A Maintain systems of communication</p>
Information Systems	<p>1. The type of information that is required in the supply chain eg market pricing, market supply is outlined.</p> <p>2. Information held by the organisation is reviewed to determine suitability and accessibility</p> <p>3. The sources of the information are determined. Plans are prepared to obtain information which is not available/ accessible within the organisation</p> <p>4. Information which is relevant to the supply chain is obtained in a usable format.</p> <p>5. A system for processing, storing and retrieving information, preferably electronically is acquired or developed.</p> <p>6. Reports which can be developed from the retrieved information and are clear and concise are designed.</p>	<p>Tier 1</p> <p>Tier 1/2</p>	<p>Fact sheets</p> <p>Training</p>	<p>BSBFLM406A Implement workplace information systems</p>
Human Resources Management	<p>1. Human resource procedures are identified and documented and should include staff performance parameters and a training plan.</p> <p>2. A plan for communicating these procedures to staff at commencement and during employment.</p>	Tier 1/2	Training	<p>BSBHR401A Administer human resource systems</p>

	<p>3. An implementation plan for training should be developed to increase skill levels in staff at all levels.</p> <p>4. Procedures for record keeping of worker entitlements and compensation claims should be developed, preferably electronically.</p> <p>5. Staff problems are identified and analysed for cause and an action plan is devised to minimize disruption from staff absences.</p>			
Occupational Health & Safety implementation	<p>1. Relevant Legislation and Codes of Practice are clearly explained in simple terminology.</p> <p>2. Procedures for determining OHS hazards are outlined with the opportunity for participants to design specific documentation for their business. This should include record keeping of hazards and action taken.</p> <p>3. An action plan is devised to deal with hazards and emergencies should they arise.</p> <p>4. Procedures for staff to be involved in determining OHS hazards, reporting hazards and monitoring safety measures should be established. A training program for staff should be developed.</p>	<p>Tier 1</p> <p>Tier 1/2</p>	<p>Fact sheets</p> <p>Training</p>	<p>RTC4701A</p> <p>Implement & monitor the enterprise OHS program</p>
Consumer Trends	<p>1. Specialist services and sources of advice on consumer research are identified and assessed for suitability.</p> <p>2. Individual, social and lifestyle influences on consumer behaviour are assessed and their impact estimated for a business opportunity. Past marketing or positioning of a product/service is reviewed in relation to the effectiveness of its focus of appeal.</p>	<p>Tier 1/2</p>	<p>Fact sheets/</p> <p>Industry article</p>	<p>BSBMKG402A</p> <p>Analyse consumer behaviour for specific markets</p>
Marketing Systems	<p>1. Define sources of market volume and pricing information and determine the business requirement for a specific planned collection of volume and pricing information.</p> <p>2. Analyse market data to interpret market trends and developments for their potential impact on the business.</p>	<p>Tier 1</p> <p>Tier 2</p>	<p>Fact sheets</p> <p>Training</p>	<p>BSBMKG404A</p> <p>Forecast market & business needs</p> <p>BSBMKG405A</p> <p>Implement & monitor marketing activities.</p>

	<p>3. Compare the market performance of competitors in the horticultural industry to identify potential opportunities or threats. Business performance is compared to that of competitors to identify market position.</p> <p>4. Evaluate the costs and benefits of using different distribution channels and the results considered in determining the marketing plan.</p> <p>5. Areas of positive sales performance are identified and corrective action is taken to remedy poor performance areas.</p> <p>6. Introduce the use of Terms of Trade into the marketing plan to ensure clear and obvious terms for the sale of produce which is understood by all parties to the agreement.</p>			
Business Opportunities	<p>1. Business opportunities are investigated and identified.</p> <p>2. Impacts on business operations of emerging or changing technology including e-commerce, are evaluated</p> <p>3. Specialist services and sources of advice are identified and assessed for suitability.</p> <p>4. Practicability of business opportunity assessed in line with perceived risks, returns sought and resources available. Risks are identified and assessed according to resources available and personal preferences.</p> <p>5. Forward planning and marketing strategies which address the needs and influences on consumers is developed to align with risk profile of the business.</p>	Tier 2	Training	<p>BSBSBM 405A Monitor & manage business operations RUAAG5204BMA Monitor & evaluate business performance BSBSBM301A Research business opportunities</p>

Appendix 4: Focus group findings

Growcom conducted a focus group with industry leaders in early September 2006 to gain an insight into the range of key issues impacting on enterprise and industry development.

The following issues were identified:

- Overproduction
- Market development
- Imports
- Bureaucracy
- Lack of skilled labour
- Lack of leaders coming through industry
- Marketing vs trading (lack of marketing structures)
- Access to labour – regionality
- Image of horticulture and food sector
- Cost of delivery (labour)
- Compliance – OHS, QA, WPHS – integration
- Water and water management – drought
- Loss of fertilizers and chemicals
- Importance of farming sector to the community
- Cost slipping down the supply chain
- Link between marketing and distribution (is not necessarily beneficial)
- Information delivery (Information management in the supply chain)
- Forecasting and communication of supply chain
- Growers - loss of control in product and loss of connection with consumers
- Product innovation
- Management of innovation
- Capture benefits of innovation
- EDLP
- Availability of finance (non-traditional/ private equity / cashflow funding)
- education of finance sector to understand horticulture
- Challenges of scale
- Lack of collaboration in industry
- Decreasing returns
- Institution / corporate / MIS farming
- Succession planning (at farm and industry level)
- Impact of govt. policy on agriculture
- AQIS more impact on exports than on imports

Participants identified that in searching for information on topics they used the following mechanisms:

- web
- networks

- industry forums
- yellow pages
- market place;

and used the following criteria to evaluate training and services

- references
- recommendations / track records and experience
- word of mouth
- expected ROI
- proposal / prospectus
- confidentiality / ethics
- matching business size eg. companies that you are important to
- payment terms and fees
- appearance / professionalism
- age and relevance / personal interaction;

and they decided if they had made a good decision based on:

- ROI value for \$
- KPI – reality check on deliverables
- achieving your outcomes
- analysis and review

Appendix 5: Leadership and management courses

A range of programs were identified by the industry leaders focus group as providing the relevant leadership and supply chain development support. Details of these courses are provided below.

Australian Rural Leadership Program (ARLP)

A program of personal growth to develop the skills, knowledge and networks needed to be effective in regional, state, national and international arenas. It comprises professional and personal leadership skills development, examination of key national and international issues and interaction with leaders in government, industry and the community. ARLP is a part-time course of 60 days, conducted over 20 months, followed by on-going involvement through the graduates' association, the Australian Rural Leadership Network.

The curriculum includes aspects of leadership theory, understanding oneself, values, developing vision, team building, ethics, resolving conflict, communicating, media, lobbying, networking, leading change, structure of primary industries, production, marketing, workplace relations, infrastructure, research and development, finance, risk management, sustainability, bench marking, levels of government, rural policies, regional development, social issues, indigenous issues, multiculturalism, foreign trade and security policy, global markets, international competitiveness, market access, joint ventures and trade support.

The emphasis is on exposure to real issues and to key people in industry, government and the community in Australia and overseas.

(source: www.rural-leaders.com.au)

Building Rural Leaders

The Building Rural Leaders Program helps individuals achieve their economic and regional development goals. It involves enhanced personal, leadership and business skills, capacity to communicate effectively and increased capacity to strategically and constructively address important issues and solve them in powerful ways. It encourages a positive and proactive approach to change with an improved capability to analyse the implications of change and choose viable strategies and options to influence change in community and industry.

(source: www2.dpi.qld.gov.au/community/11968.html)

Produce Executive Program

The Faculty of Business and Economics at Monash University offers highly intensive, fully residential, week long Agribusiness Programs to specific industry sectors. These programs are designed for middle to senior executives throughout the supply chain of each industry sector. A major element of the program is the opportunity afforded for

groups of diverse backgrounds throughout the supply chain to work together on problem solving and discussions of industry issues as well as gain insights into key consumer and retail trends, managing relationships between manufacturer and retailer, marketing and brand management and developing the business. Critical consumer and retail trends, best practice and leading edge developments are discussed within the groups.

(source: <http://www.buseco.monash.edu.au/schools/peninsula/exec.php>)

Rabobank Executive Development Program

The Rabobank Executive Development Program imparts the latest management theories as they apply to agriculture. It is a business management program designed specifically for primary producers and enables primary producers to further invest their business skills, gain valuable insights from highly regarded national and international industry executives and academic experts, and network with producers from a diverse range of locations and agricultural sectors.

The Farm Managers Program (FMP) is a program for farm managers who aim to run and take ownership of a farm business and is aimed at young, progressive farmers who have a minimum of 3 years' on farm experience, including some management responsibility.

The subjects include managing people, owning and operating a farm business, strategic planning, financial performance, better business management, succession planning, and influence, persuasion and communication skills

(source: [www. http://www.rabobank.com.au](http://www.rabobank.com.au))

RCS (Resource Consulting Services)

RCS is an acknowledged leader in integration of training programs and benchmarking for supply chain management. Their ExecutiveLink™ for Supply Chains program enables an entire supply chain, from paddock to plate, to develop a common business culture. The program aims to foster trust in an environment where supply chain partners can have input that is heard on an equal footing.

The program consists of two components. The first is a five day induction program, covering the key elements in business analysis, value-added business performance, activity based costing, negotiation and communication. The second component involves on- going supply chain meetings (3 per year).

RCS also offer other tailored and advanced courses for business.

(source: www.rcs.au.com)

Appendix 6: Funding sources

Supply Chain Funding: updated 18 April 2006

Name	Contact/ Website	Type of Grant	Target Audience	Source	Funding Level
General					
GrantsLink	http://www.grantslink.gov.au/	Information on government grants	General business	Federal Government	n/a
Busigrants	http://www.busigrants.com.au/	Tool for companies looking for financial assistance. Newsletter about available funding	General business. Subscription based.		n/a
Industry Focus					
Building Entrepreneurship in Small Business Program	http://www.ausindustry.gov.au AusIndustry Hotline 13 28 46	Comprises two distinct categories of grants, the first of which has two elements: <ul style="list-style-type: none"> • Business Skills Development, themed 'Young Entrepreneurs' (under-35) <ul style="list-style-type: none"> -Training and Mentoring Projects; and -Incubators • Succession Planning, themed 'Business Continuity'. 	To foster an entrepreneurial culture, particularly in developing business skills for young entrepreneurs and succession planning. Organisations (including industry organisations) that deliver business skills training, mentoring, succession planning and incubation services to small businesses and meet the applicant eligibility requirements may apply for assistance under the individual elements of the program.	Department of Industry, Tourism and Resources	Grants for projects would typically be within the range of \$50,000 to \$300,000 (GST exclusive).
Information Technology Online (ITOL) Program	http://www.dcita.gov.au/ie/ITOL Tel 02 6271 1879	The objectives are to: encourage collaborative industry based projects that aim to accelerate the	ITOL encourages industry groups and small business to identify and adopt commercial uses of the	Department of Communications Information Technology	The maximum funding allowable is \$200,000 per project with the

		adoption of business-to-business (B2B) e-commerce solutions across a wide range of industry sectors, which deliver sustainable economy wide returns and contribute to increased competitiveness.	Internet to support productivity and profitability	and the Arts	ITOL component being no more than 50 per cent of the total eligible project cost
New Industries Development Program (NIDP)	nidp@daff.gov.au Phone 1300 884 588	<p>Pilot Commercialisation Projects (PCP) will:</p> <ul style="list-style-type: none"> capture competitive business opportunities for new products, technologies or services and that will be profitable within 3-5 years; encourage supply-chain approaches to industry development through involvement of at least 2 enterprises at different levels of the supply chain; involve at least one partner that is an SME with the necessary skills and resources (current or potential) to participate in the “pilot commercialisation” of a new, high value, niche agribusiness product or service; and advance understanding of best practice in new industry development and provide demonstration value for other Australian businesses. 	Awarded to Australian businesses and organisations wishing to commercialise ‘new’ agribusiness products, services and technologies	Department of Agriculture, Fisheries & Forestry	<p>The Program contributes funding on a matching funds basis of up to half the eligible project costs, to a maximum NIDP contribution of \$120,000 (net of GST).</p> <p>Applications requesting less than \$35,000 of NIDP funding will not be considered.</p>

Industry Partnerships Programme	Email: industrypartnerships@daff.gov.au Phone 1800 686 175	“Taking Stock and Setting Directions” provides industries with an opportunity to evaluate strengths and weaknesses, and identify opportunities and threats likely to face them over the next five to ten years “Action Partnerships” assists industry sectors with practical projects which make a significant contribution to their success	All national industries are eligible to apply for these projects. Industries should demonstrate a genuine desire to examine their position across a range of areas (profitability, market, natural resource/environment, etc) and to use the project to set directions and drive future planning activities.	Department of Agriculture, Fisheries & Forestry	
Leadership and Management Program (LAMP)	http://www.qld.gov.au/grants/grantdetails.action?grantId=8ae5936c063948ea01063949894500ab (07) 3001 6359	To assist Queensland based business and industry groups and associations that service small businesses, clusters of small businesses and franchisors to provide programs that develop the leadership and management skills of their small business members and franchisees.		Department of State Development, Trade and Innovation	Up to \$15,000 (to be matched by applicant) for the development for the leadership / management skills of their members. Up to \$5,000 (to be matched by 25% contribution by applicants) for training needs analysis.
Foundation for Regional and Rural Renewal	http://www.frrr.org.au	Funding for community projects		National (FRRR)	up to \$10,000
Individual Business Focus					
In-Market Experience Scholarship	http://www.daff.gov.au Phone 1300 884 588	Each scholarship will help managers from small-to-medium sized agribusiness work for 3 months to 1 year to:	The Scholarships are aimed at SME agribusinesses who need to develop new skills, contacts and source information to	Department of Agriculture, Fisheries and Forestry	A maximum of \$12,500 each (exc. GST)

		<ul style="list-style-type: none"> • define opportunities; • fully participate in alliances; • build relationships with potential customers; • undertake business-courses; • gain experience in new areas of business and markets; and • seek expert advice. 	assist in progressing a plan for the commercialisation of new services, products or technologies.		
FarmBis	http://farmbis.qraa.qld.gov.au/ Freecall: 1800 623 946	Training support for topics which are funded fall under the following headings: <ul style="list-style-type: none"> • Financial Management • General Business Management • Marketing • Production Management • N R M 	All primary producers but all training must meet a minimum Certificate Level 4 of the Australian Quality Framework (AQF) although training does not need to be accredited with other organisations. QRAA registers training itself and checks alignment with AQF.	Queensland Rural Adjustment Authority, administering Federal government funds	Individuals or groups may apply for training. A max 50 % subsidy rate is provided. There is a max level of funding set at \$10 000 for individuals or \$60 000 for groups (\$4 000 per individual in the group).
Small Business Accelerator Program	http://www.sdi.qld.gov.au Phone: 13 26 50	Activities may include: <ul style="list-style-type: none"> • intensive management; • analysis of the business across all functions, including financial strength, cash management, marketing, operations, use of technology, planning and human resources with 	Courses include: 'Blue Storm' delivered by Achaeus, and Smart Business Plus by Enact Business Consultants.	State Development, Trade and Innovation	Funding for these activities will be on a 50/50 basis with Small amounts of funding (up to three lots of \$5000)

		<p>prioritisation;</p> <ul style="list-style-type: none"> • business coaching and use of specialists to scope immediate actions or system improvements. 			
Food Chain Program	http://www.nfis.com.au Toll free: 1300 130 360	Funding for market development initiatives	The Food Chain Program supports food businesses formed into chains. Demonstration projects must involve chain activities which deliver a benefit to the Australian food industry arising from the collaborative efforts of chain participants	National Food Industry Strategy	Matched funding to \$200,000
Commercialising Emerging Technologies (COMET)	http://www.ausindustry.gov.au Phone: 13 28 46	<p>COMET offers two streams of assistance - Tailored Assistance for Commercialisation (TAC), and Management Skills Development (MSD). Under TAC, eligible firms work with private-sector business advisers on strategies such as developing a proper business plan, and a product prototype and market analysis to attract and manage capital. MSD enable individuals to undertake courses in relation to management of innovative practices and the financial management of commercialisation.</p>	Successful applicants are required to work with a COMET business adviser to develop and implement an Assistance Plan through third party specialist service providers.	Department of Industry, Tourism and Resources	Assistance covers 80 per cent of costs up to \$100 000. MSD provides dollar-for-dollar assistance up to \$5000.

Commercial Ready	http://www.ausindustry.gov.au Phone: 13 28 46	Commercial Ready is a competitive merit-based grant program supporting innovation and its commercialisation. A wide range of project activities can be supported, extending from initial research and development (R&D), through proof of concept, to early-stage commercialisation activities.	To be eligible for Commercial Ready an applicant must: <ul style="list-style-type: none"> • have, or be part of a group, that has an annual turnover of less than \$50 mill. in each of the three financial years prior the application • match the grant provided on a dollar for dollar basis over the life of the project • access to, or the beneficial use of, any intellectual property necessary to carry out and/or commercialise the proposed project. 	Department of Industry, Tourism and Resources	Commercial Ready provides grants from \$50,000 up to a limit of \$5 million for projects of up to three years in duration.
Food Processing in Regional Australia Program	http://www.daff.gov.au/regionalfood Phone 1300 794 550	The program aims to assist farm or agrifood businesses in regional Australia to: <ul style="list-style-type: none"> • To value-add existing products or create new products • To improve and facilitate coordination of marketing arrangements on a regional / commodity basis, the establishment of new markets and contact between regional food producers, processors, the finance sector and customers. 	To apply you must be: <ul style="list-style-type: none"> • a small to medium farm, food processor or agri-business • operating in rural or regional Australia; • proposing a commercially viable food business project that will benefit your region; • able to demonstrate that you can match Program funding. 	Department of Agriculture, Fisheries & Forestry	Grants of \$15,000 to \$200,000 are available on a competitive basis for individuals and groups seeking funding for a food processing project in rural and regional Australia.

AAA Rural Financial Counselling Service Programme	Email: financial.counselling@daff.gov.au Phone 1800 686 175	Rural financial counselling services provide: <ul style="list-style-type: none"> • assistance in identifying financial / business options • information about government and other assistance schemes • referrals to professionals for further advice eg. Financial, legal , succession planning, family mediation 	The Rural Financial Counselling Service (RFCS) Programme provides grants to community groups to provide a free and impartial rural financial counselling service to primary producers, fishers and small rural businesses in financial difficulty	Department of Agriculture, Fisheries & Forestry	Funds up to 50% of rural financial counselling service costs with the remaining funding met by the local community and state government
Export Market Development Grant	http://www.austrade.gov.au	Reimburse 50% of export promotion activities. Conditions apply.	Businesses moving into export.	Austrade	

Appendix 7: Grower training evaluation

A summary of the evaluation of Workplace Health and Safety training conducted by Growcom with NQ banana growers (Oct 2006)

Feedback on Banana Training for Tully Growers

FarmBis Participant Review Form

Dissatisfied 1 to Satisfied 5

	<i>Participant</i>						<i>Average</i>
Did the activity provide you with what you expected to learn?	4	5	5	5	4	4	4.5
Do you believe this activity represented value for money for what it actually cost?	N	Y	Y	Y	Y	Y	Y
How would you rate the activity as being relevant to your business?	5	5	5	5	4	4	4.67
Do you intend to implement the knowledge from this training into your business enterprise?	Y	Y	Y	Y	Y	Y	Y
Overall, how satisfied are you with the quality of the activity content and materials?	5	5	5	5	4	3	4.5
Overall, how satisfied are you with the way the activity was presented by the training provider?	5	5	5	5	4	3	4.5

Registered Training Organisation Course Evaluation

Scale: Disagree 1 to Agree 6

	<i>Participant</i>							<i>Average</i>
The course objectives were clear	6	6	6	5	4	5	6	5.43
The course was well organised	6	6	6	5	4	3	5	5.00
Pre-course information was clear	6	5	6	5	4	4	6	5.14
I learned a great deal	6	6	6	4	4	5	6	5.29
I will be able to apply the skills and knowledge learned	6	6	6	4	4	5	6	5.29
Presenter were well prepared	6	6	6	5	4	4	5.5	5.21
Presenter knew the subject well	6	6	6	5	5	5	6	5.57
Presenter was clear and understandable	6	6	6	5	5	5	6	5.57
Presenter encouraged participation	6	6	6	5	5	5	6	5.57
There was positive interaction and feedback between participants and presenter	6	6	6	5	5	5	6	5.57
The course materials and notes were well presented and easy to follow	6	6	6	5	4	5	6	5.43

