

Industry development for the Australian summerfruit industry

Greg McPhee
Horticultural
Communications Pty Ltd

Project Number: SF02017

SF02017

This report is published by Horticulture Australia Ltd to pass on information concerning horticultural research and development undertaken for the fresh stone fruit industry.

The research contained in this report was funded by Horticulture Australia Ltd and the Summerfruit industry.

All expressions of opinion are not to be regarded as expressing the opinion of Horticulture Australia Ltd or any authority of the Australian Government.

The Company and the Australian Government accept no responsibility for any of the opinions or the accuracy of the information contained in this report and readers should rely upon their own enquiries in making decisions concerning their own interests.

ISBN 0 7341 1200 9

Published and distributed by:
Horticulture Australia Ltd
Level 1
50 Carrington Street
Sydney NSW 2000
Telephone: (02) 8295 2300
Fax: (02) 8295 2399
E-Mail: horticulture@horticulture.com.au

© Copyright 2005



HAL Project SF02017 (completed October 2005)

**Industry Development for the Australian
Summerfruit Industry**

Greg McPhee
Horticultural Communications Pty Ltd

Final Report

HAL Project SF02017
Project Leader Greg McPhee
Horticultural Communications Pty Ltd
PO Box 339
Lismore, NSW 2480
02 66227722
0419 606561

The final project report for SF02017

Funding for this project has been by the Summerfruit Industry Research and Development statutory levy with a matching contribution from the Australian Federal Government and through Horticulture Australia Limited.

September 30, 2005

Any recommendations contained in this publication do not necessarily represent current Horticulture Australia Limited policy. No person should act on the basis of the contents of this publication, whether as to matters of fact or opinion or other content, without first obtaining specific, independent professional advice in respect of the matters set out in this publication.



Know-how for Horticulture™

Contents

Contents	1
Media Summary	2
Background	4
Management of the Project.....	5
Project Activities and Requirements	6
Major Project Successes	7
Other Achievements From the Project.....	10
Assessment Against Anticipated Outcomes	16
Discussion	17
Conclusions and Recommendations	19
Attachments.....	20
• Milestone Reports	
• PIP	
• Press Releases	
• Journal Articles	
• Presentations	
• SAL Constitution	

Media Summary

The Summerfruit Industry in 2002 engaged an Industry Development Manager (IDM), Greg McPhee. The role of the position is to ensure that growers are aware of the latest technology and trends and to have a person working on important industry issues.

The project kicked off with an in depth review of how growers get information and how the industry communicates. Email was a new thing to many and there were in 2002 few exploring the internet. For those who could receive emails, a weekly newsletter was established. Called PIP it filled a much need gap and allowed for industry to be kept up to date on things of interest to industry. This continues today. As well the industry magazine, Summerfruit Quarterly was revamped. Later in the project a website was developed to meet the demand for more specific information. This is now being updated to better meet the growing needs of the industry.

Identified early was that the existing corporate structure of the peak industry body, Summerfruit Australia was no longer the best alternative for the industry. After some examination and consultation with the broader horticultural community a new structure; being a company limited by guarantee was proposed. A new constitution was developed and put out for industry comment and in 2003 Summerfruit Australia Limited was formed. This new company was recognized as the Peak Industry Body and took over the liabilities and assets of Summerfruit Australia Incorporated. New elections were called for a directly elected leadership so ensuring that all have a democratic say. Supporting this move was a tightening of financial controls, development of policies and procedures and committees. The impact of the corporate structure change continues.

Biosecurity, ensuring all growers and the country are protected from the ravages of pest outbreaks and eradication has been high on the agenda for the IDM during the project. The development of an industry – government agreement (the Emergency Plant Pest Response Deed or EPPRD) is the centerpiece of much hard and detailed work in this area. Within this deed is a need for pest categorization, development of models that determine a fair reimbursement, working out how a pest outbreak might practically be evaluated and contained and also industry input to an outbreak.

The IDM subproject with the greatest potential for increased profitability is the development export markets. Market applications have been made for China USA and New Zealand. These are now pending and will over time expand possibilities. Taiwan has been visited twice to launch the summerfruit season and to better understand the trading limits and opportunities. India and Dubai have also been visited. The IDM has been directed to work on building profitable export markets with a co-operative approach. In conjunction with a R&D project an alliance approach by growers/exporters is being trialed to see if this will be effective.

As well as the major outcomes from the project there have been many smaller achievements that have benefited the industry, such as;

- Keeping growers up to date on chemical approvals, noting any withdrawals and allowing industry to have an input to changes in regulatory systems.
- Having statutory levies in line with industry wishes by ensuring that a levy change proposal was well communicated and dealt with in accordance with DAFF guidelines.
- Implementing a process for fair and democratic elections that both meet the need for corporate compliance and the need for growers to have a fair and democratic say.
- Establishing a national office for Summerfruit Australia, engagement of support staff and ensuring industry has good access.
- Contacting all known summerfruit growers to see if they are receiving maximum benefit from their levies.
- Keeping industry abreast of packaging changes and working with supermarkets to have them better understand industry issues.

Coming out of the project is a continuing need for industry development to meet important issues, a need to re look at IDM roles and structures for the management of industry development projects.

Background

The Summerfruit Industry in 1996 established a national representative body, then called Australian Fresh Stone Fruit Growers Association (AFSGA). A major driver for the formation of the organisation was to access Federal Government co-funding of R&D and to have in place a national marketing program.

An early priority was the establishment of an Industry Strategic Plan to guide Industry development activities. This highlighted the need for an industry Development Manager and the first Summerfruit IDM (Peter McFarlane) was subsequently appointed.

In 2001 a Horticulture Australia Limited (HAL) review (by Jeff Peterson) of the (then) National Stone Fruit Industry IDO network operations recommended the appointment of a well resourced Industry Development Manager (IDM) to assume National responsibility for implementing an integrated industry wide development and communications strategy

In 2001 a new Industry Strategic Plan was commissioned and this was presented on June 11th, 2002. The plan, in its Executive Summary, highlighted some specific needs that the industry needed to address, especially as regards 'Human Resourcing and Training'. It noted that since the conclusion of an earlier IDM project, 'there is no one designated to take a day to day overall leadership role and responsibility for developing, implementing and coordinating industry programs.'

The Summerfruit IAC in 2002 decided to fund a new IDM project as a full time position with specific duties. As a result SF02017, *Industry Development for the Australian Summerfruit Industry* (also called 'the IDM Project') was developed. A process was put in place to recruit a new IDM by (the then) Summerfruit Australia Incorporated (SAI) requiring 'a qualified and experienced manager to undertake a full time position as Summerfruit Industry Development Manager.

A wide reaching recruitment process was undertaken that resulted in more than 16 responses and In October 2002, Greg McPhee of Horticultural Communications Pty Ltd was selected as the IDM. The project has a life of three years with the possibility of an extension.

Management of the Project

The IDM project operates as per the usual HAL process. A project proposal has been approved and has as the chief investigator, Greg McPhee. The chief investigator works towards achieving the milestones as well as meeting the needs of the industry.

All project milestones have been met and reports to HAL have been in accordance with the contract agreement, and later in accordance with the wishes of the Management Committee. A copy of all milestone reports so far developed is attached.

To assist in the direction of the project a management committee was established. This was initially composed of;

- The chair of Summerfruit Australia Limited
- The chair of the Summerfruit Industry Advisory Committee
- The HAL representative that has Summerfruit in their portfolio

The small team system worked effectively. The chair of the IAC was appointed as chair of the committee and regularly reported to the IAC and to the Summerfruit Australia executive. The IDM also reported to every Summerfruit Australia board meeting and every Summerfruit IAC meeting. A difficulty was that in the original project there was no allocation for a regular face to face meeting where the project was discussed in depth.

In 2004 a meeting of the Summerfruit Australia Limited board decided (in consultation with HAL) to alter the management committee arrangements. The committee was enlarged to also include two extra SAL directors as well as altering the committee chair to be the chair of SAL.

This had a result of making the IDM more accountable to the SAL board, but also means that the activities of the IDM were more aligned with wishes of the board as distinct from the broader industry. The role of the IAC chair was effectively diminished and as a consequence the IAC had little influence on the direction of the project.

Although the individuals involved were flexible enough to allow the project to operate effectively, this new committee structure has a potential to politicize the position of IDM, thus weakening the independence of the incumbent.

Project Activities and Requirements

The project was broken into four distinct program areas that had a milestone attached. These are;

- 1 Industry Development
- 2 Industry Information
- 3 Production Viability
- 4 Quality in the Supply Chain

Beneath these major areas are a number of specific tasks to achieve.

As well as the above the project indicates key activity areas and gives a percentage of time that would ideally be allocated towards this.

The key activity areas and percentages are as follows;

- | | |
|--|-----|
| 1 Project planning, documentation and reporting | 10% |
| 2 Implementing Summerfruit Industry Strategic Plan | 30% |
| 3 Develop and Implement Summerfruit Industry Communications Plan | 30% |
| 4 Coordination of Summerfruit IDO network | 10% |
| 5 Provide support to Summerfruit R&D and Market Development programs | 20% |

Within the activity areas a set of specific tasks was also identified.

This plethora of tasks and sometimes conflicting process was a difficult management challenge and the complexity involved was soon evident to the IDM Management committee. After consultation, the project was redefined in a way that would address the most important (to industry success) tasks first. Regular communication between the IDM and the chair of SAL meant that a tight focus was achieved.

Conflict of roles

The IDM for Summerfruit was for the majority of the project time the only person who was engaged full time with the national industry body. As a result this was interpreted by many in the broader industry that the IDM was the major decision maker and that the board was merely there to formalize this process.

There is a basic conflict in not having a closely defined and well understood delineation between an industry IDM and a CEO. This difficulty is not unique to Summerfruit and an issue that will need to be addressed in a wider horticulture arena.

In essence some of the Summerfruit CEO role was taken up by the chair of SAL, Pat Wibaux for the time of the project with the IDM doing what he could to keep the industry

moving forward. However this situation will not be resolved until Summerfruit Australia engages a competent and effective CEO.

For some groups within the summerfruit industry the perception was that the IDM and the chair 'ran everything' and spent statutory levy funds at their will. No amount of discussion or information would alter this view. Unfortunately this myth continues.

Supporting this assumption was the operational style of a former chair and IDM for AFSGA. That duo presented a strong and always united perspective that eventually alienated them from industry. This mistrust and lack of belief will hamper summerfruit industry development for some time and take much effort to dispel.

Compounding the difficulty is the expectation by many as to the workload expected for the position. Many in industry as well as some in leadership were of the opinion that an IDM could undertake any task the board wished for, as well as an increasing workload bought on by the project success. Taking on extra duties in their mind was not at the expense of an already heavy workload with very tight deadlines and they failed to understand the project requirements.

Major Project Successes

In industry development projects there is an inherent difficulty in defining success. The ideal outcome is increased profitability however this is affected by outside influences such as industry restructure, tightening economic conditions and negative impacts. For some this may be stopping a loss or breaking even. The three years of the project were difficult, with drought, late frosts and an increasing \$AUD adversely affecting profitability.

Despite this in SF02017 there have been some significant achievements, which give summerfruit growers the possibility of increased profits or at least a better understanding of how to maximize returns in the prevailing business climate.

Summerfruit Communications Plan and implementation

This was the first major task for the IDM to tackle and started with a review of the existing communications processes. Identified was a need for a more regular information process, a revamp of the industry technical journal as well as the development of an internet presence.

A weekly emailed newsletter (PIP) was introduced and was immediately applauded. The concept was to have short snippets of mostly relevant information with linkages to a full story where possible. PIP started as a trial in December 2003 and has continued ever since, with strong positive feedback.

Summerfruit Quarterly (SQ) was an already established journal. With Barry McGlasson as editor it gave much detailed information to growers on projects funded by statutory levies as well as other research. After the communications plan was presented SQ was

more closely defined. Short term news has been dropped and the technical content increased. Feedback indicates that that SQ is very highly regarded and used as an accurate reference for growers.

The website for Summerfruit Australia had an interesting beginning. In 2003 indications were that most growers did not access the internet. Some believed that having a summerfruit website was not relevant and would receive little use. However others held the view that summerfruit did need an online entity and that this may spur grower interest in taking up the technology. A website was developed and put online mid 2003.

As expected the initial strike rate was not high, however this has grown over time. The website is now undergoing some significant changes evolving to become a more useful tool for business development. There is a better understanding of how growers use this and what is most relevant to them. Supporting this is a (still yet to be commenced) project that will put online information of direct interest to growers.

Corporate Structure of Summerfruit Australia

When project SF02017 commenced the corporate structure of the peak industry body was as an incorporated body with as membership regional and state groups. This structure was reflective of how Summerfruit Australia started, the coming together of a number of somewhat disparate organisations with a common goal. That structure had worked well in the beginning, but over time the inadequacies of such an organizational structure started to surface.

A major difficulty was that the rank and file in local organisations felt removed from the selection of their national leadership. They had a perception that decisions were being made that affected them directly (such as the imposition of a levy increase) without their views being heard or input given. It was the 2002 levy increase proposal that was the catalyst for groups to stand outside of the national body, challenging the legitimacy of decisions and causing significant disruption.

A proposal for a restructure was developed and put to the (then) Summerfruit Australia Inc. executive. In a forward thinking step they backed the development of a new company, Summerfruit Australia Limited.

In essence this meant that all growers directly elected the leadership and as such had a democratic say. The move was well applauded by Government who had been receiving approaches from disaffected groups that used the argument that their national body was not truly representative.

The development of SAL did have and will continue to have far reaching implications. It is incumbent on all to show support and become interested. The 2005 elections were significant in that not all positions were filled, which might lead to radical changes in industry direction. As well there is much to be done to support the new company, such as establishing processes, systems and policies.

Biosecurity

A major threat to the summerfruit industry is the introduction of a destructive pest, such as Plum Pox polyvirus. Coupled with this is the risk that if an eradication plan was put in place some growers would see total removal of trees and as a result their livelihood and even farm could be lost. The IDM was asked to take up these matters with Plant Health Australia and work towards a positive industry outcome.

A major task was the development of an agreement that would see adequate reimbursement for growers facing losses due to eradication as well as ensuring that industry has a say in how an incursion is managed. The resulting agreement, the Emergency Plant Pest Response Deed of agreement (EPPRD) clearly sets out in detail the roles and responsibilities of the parties. This was signed on behalf of summerfruit by Pat Wibaux in May 2005.

Within that, there have been other tasks, such as categorization of summerfruit pests, better understanding of diagnostic processes and building industry capacity to respond to an incursion. There is an ongoing process of capacity building and preparedness that the summerfruit industry needs to address.

In a linked IDM activity, the impending start of an Import Risk Assessment (IRA) needed some summerfruit input and capacity. The IDM undertook a weeks intensive training to better understand the process of risk assessment, and formed a Summerfruit Biosecurity Consultative Committee to better respond to the IRA. Without an in depth understanding there is likely to be an industry response that is antagonistic, ineffective and very costly.

Summerfruit Export Alliance (SEA)

The SEA holds the best possibility of increasing profitability to growers in the short to medium term. The concept is simple, have growers and exporters of summerfruit work cooperatively in the expansion of exports.

The reality is a somewhat more difficult task. Exporters are by nature, competitive businesses that do not respond positively to any restrictions on their activities. Some hold a long term view and work closely with their clients, others are opportunistic and will cut a deal for short term gain and long term industry loss.

After discussion with growers and exporters it was felt that an export working group might be established that could work towards the cooperative approach. A R&D project on expanding exports into India and the UAE started on 2004 and as those growers/exporter had shown strong support they were approached to form a Summerfruit Export Working Group with intent to see if coordinated exports could be a reality.

After some initial trepidation, the group agreed to the trial and formed the Summerfruit Export Alliance. At a meeting in Melbourne August 2005, the alliance rules were

established and the alliance is currently working towards trials into southern India for 2005-6 season.

The development of the SEA will only continue if there is support from Summerfruit Australia and strong leadership. There will be challenges to this proposal from interests outside the growing community who see this as a challenge to their ability to trade as they wish.

Other Achievements from the Project

The IDM project SF02017 contained many smaller achievements that were significant. The following is a précis of these, with some supporting information attached;

- **Fruit Fly Exclusion Zone (FFEZ) workshops**

The IDM was invited to participate in a series of meetings to discuss fruit fly controls in January 2003. The meetings explained the current situation and canvassed a number of options.

- **Registration of Summerfruit Levy Payers**

It became apparent in late 2002 that many people were receiving benefits that should be only available to levy payers. The SAL executive instigated a registration system for levy payers to ensure that the current situation did not continue and that levy payers received maximum entitlements. The IDM prepared all the documentation for this process

- **Summerfruit Australia logo**

As a component of the change in Summerfruit Australia, a new logo was developed under the management of the IDM. The finished logo was 'launched' in January 2003 and has been well accepted since.

- **Summerfruit conference 2003**

IDM was asked to assist in the development of the conference which was held in Perth. The IDM was invited to be on the management committee for the highly successful conference. This commenced in January 2003 and the conference was held in August.

- **Summerfruit conference 2004**

The IDM Participated in the management of conference 2004, including preparation of the HAL project proposal, developing budgets and working to ensure SAL was not disadvantaged. As a result of the experience a SAL policy on conference was written and presented to the SAL board for acceptance

- **Summerfruit emails**

To make communication easier, new 'summerfruit.com.au' emails were introduced by the IDM in February 2003.

- **Taiwan export launch 2003**

The IDM participated in the season launch for summerfruit in Taipei. The trip was used to hold one on one discussions with key importers, view the in store marketing for Australian fruit, visit the fresh fruit markets as well as meeting with Taiwan officials.

- **Summerfruit Australia Limited (SAL) constitution**

The development of the SAL constitution was a task that took significant time. The document needs to satisfy the current and future needs of the industry, be easily understood and workable. The IDM engaged the services of Daren Armstrong to write the final and legal document.

- **Australian Pesticides and Veterinary Medicines Authority (APVMA)**

The IDM has been involved with ongoing dialogue with the APVMA re pesticide use in summerfruit. This included meetings in Canberra and workshops on how to better understand the systems used for reviews of chemicals. On a similar vein the IDM has been in regular contact with Kevin Bodnaruk the HAL operative with responsibility to cover pesticide use. As well the IDM attended a workshop on 'minor use' for chemicals and to support an industry push for reduced charges.

- **Meeting management**

Prior to the appointment of an Executive Manager, the IDM undertook the task of arranging all meetings for the SAI executive and the Summerfruit IAC. A process of central bookings was instigated to keep expenditure to budget.

- **Sharka in NZ**

The possible outbreak of sharka in New Zealand in April 2003 required the IDM to closely liaise with Australian Government officials as well as the NZ Summerfruit industry. The Australian industry was kept well informed of the developments in the scare.

- **Meetings with research providers**

The IDM held regular meetings with existing and potential research providers. All research undertaken with funding from the statutory levies was visited and the IDM kept in regular communication to keep abreast of the projects.

- **Auditor and secretariat changes**

Summerfruit Australia underwent changes to their secretariat and auditors during the project. The IDM was called upon to assist with ensuring that this was a smooth process and that industry was not disadvantaged. Involved here was interviews with potential auditors as well as technical advice of agreements for

consultancy work. After expressions of interest were developed and called the SAL board asked the IDM to establish the Lismore office and recruited the current EM.

- **Summerfruit finances**

When the IDM took on the role of IDM the accounts were not in line with good accounting practices or HAL requirements. Initially a new system was instigated to start to correct this. Later with the change of secretariat every account needed to be examined and a new set of accounts developed. The IDM undertook these tasks.

- **Irradiation workshop**

IDM attended HAL initiated meetings that explored the technical aspects of irradiation as a means to disinfest fruit.

- **Levy mix change**

The IDM was involved in the process to ensure that growers had a fair and equitable say about the changes in the levy mix. This allowed more funds to attract the 'dollar for dollar' government support for R&D. A postal ballot was undertaken and information sessions held. The change was supported by industry and is now in place.

- **Melbourne Summerfruit Marketing Committee (MSMC)**

The IDM worked with the Melbourne Summerfruit Marketing Committee with their contribution to television advertising for summerfruit. A number of meetings were attended. In all the MSMC contributed close to \$100,000 towards television advertising during the project.

- **Retail Development Officers (RDO)**

The marketing levy funded RDOs met in 2003 and 2004. The IDM was asked to contribute to the workshops, whilst also getting feedback from those at the forefront of retail promotions

- **SAL elections**

The IDM has had a hands on and management role in the first three elections for Summerfruit Australia Limited. This included preparing (and following) a new procedure that meets the requirements of the constitution. As well the IDM worked through this, ensuring that all had an equitable say including arranging independent returning officers.

- **Articles for Summerfruit Quarterly**

The IDM has been a regular contributor of articles for Summerfruit Quarterly, including editing and co-writing articles. As well many of the IDM photos have been used in Summerfruit Quarterly as well as other newspapers and magazines

- **IPDM**

The IDM attended and supported a number of meetings held by Shane Hetherington as he undertook the IPDM project. This allowed the IDM to meet with industry and obtain grass roots views on pesticide and production matters.

- **IAC chair recruitment**

The IDM worked with SAI chair on the processes to recruit a new and politically independent IAC chair following the resignation of Bill Hatton from the position. Following an exhaustive process, Edgar Hawter was nominated by SAI for the position, He retains that position as at the end of the IDM project.

- **PHA Awareness**

The IDM worked closely with PHA's advertising firm in the preparation of summerfruit's 'spotted anything unusual' awareness program. The program focused on print media to put forward a strong message to growers of the need to report potential problems.

- **Preparation of HAL project applications**

The IDM prepared a number of HAL project applications during his term. Included here are projects such as Corporate change, Summerfruit Conference 2004, Summerfruit Quarterly extension, Elevating Work Platforms, Website development, IDO for Cobram, new IDM project and Information Research.

- **HOFEX attendance**

In February 2004 the IDM attended HOFEX, a major food fair in Hong Kong, meeting with existing and potential summerfruit importers.

- **Grower phone interview**

The IDM was asked to oversee the development of phone interviews covering all known growers of summerfruit. This included writing a set script and well as recruiting and coaching casual staff in how to communicate with summerfruit growers. In all over 1000 phone calls were made resulting in significant increases in levy payer registrations and membership of Summerfruit Australia.

- **Levies Revenue Service (LRS)**

IDM contact with LRS was established and has become an ongoing process. This has lead to a better understanding of LRS processes and well as LRS having a better understanding of SAL issues. IDM contact included some four face to face meetings with LRS covering issues such as slippage of levies, LRS payment processes, obtaining up to date information re levies, collection processes with new packaging etc.

- **Packaging of fruit**

Packaging systems became a major issue during the project. This was not foreseen in the original project proposal. The IDM arranged a number of meetings

with Woolworths when they first introduced changes. Some compromises were reached that resulted in less costs for growers, allowed growers to run out of existing stock and to have WW better appreciate implications of their decisions on industry. The issue culminated in National Packaging workshop where the IDM lead the day that saw agreement on many aspects of packaging. An ongoing task is supporting better communication as regards needs of supermarkets to industry. The IDM also sits on the Supply Chain Committee for HAL.

- **Responding to Federal ministers requests**

There have been a number of requests for information by ministers during the project. The IDM was asked on numerous occasions to respond to these requests as well as supply technical information.

- **Industry Development Network**

The IDM was involved in meetings of the industry development network. These meetings, held twice a year are invaluable for IDOs and IDMs to discuss common issues and to see how others are achieving positive results. Sadly the Summerfruit IDOs were rarely in attendance.

Also the IDM has been working with HAL and industry to ensure that the IDO network delivers worth to the whole of the industry. He instigated a process where by summerfruit IDOs work on National issues on behalf of the whole industry.

- **Export Efficiency Powers (EEP) review**

The IDM attended a review of EEPs, held in Brisbane October 2004. The review is a requirement of Government. Summerfruit has EEPs for Taiwan, requiring reporting of product sent. As well the occasion was beneficial in understanding the process of EEPs and the opportunities they hold.

- **PHA and Prunus industries**

The IDM held a number of meetings with groups that grow Prunus species, including cherries, prunes and processing peaches. The meetings were aimed at providing information to the groups about their liability with pest incursions as well as encouraging a 'whole of industry' approach to biosecurity. A result is that cherries have decided to join PHA and work towards their own biosecurity agreements, others are now aware of the risk they are taking. Having more groups involved spreads the risk and the costs of the EPPRD to summerfruit.

- **Closed loop marketing**

The IDM presented a paper on the benefits and drawbacks of closed loop marketing to HAL industries. The paper explored the development of the system and identified grower concerns.

- **Summerfruit Biosecurity Consultative Committee (SBCC)**

The IDM instigated the SBCC to be able to adequately respond to the Import Risk Assessment for fruit from the Pacific North West of the USA. The committee will be a conduit to industry to keep all informed of the processes used by Biosecurity Australia in dealing with IRAs. This followed an intensive training session undertaken by the IDM to adequately respond to IRAs. The SBCC has met once and will be available when the IRA starts.

- **Liner makers agreement**

Summerfruit is packaging in plastic liners and until recently there has been no common agreement on sizes, depths, materials etc. In December 2004 a meeting of all known liner makers in Australia (only the second time all had met) was held to see if some commonality could be developed. A positive outcome was achieved with all agreeing on many aspects.

- **Industry Workshops**

The IDM was asked to prepare presentations for the workshops and attend each one. All presentations had a Powerpoint display as well as presenter notes. As well the IDM developed all the feedback forms used in the project and recorded many notes from the meeting.

- **Presentations and written material for the SAL leadership**

The IDM has developed numerous presentations, letters etc. that have been used by the SAL leadership over the time of the project. This includes writing of speeches and visual presentations for workshops, field days and conferences, letter writing to express the views of Summerfruit Australia, press releases, newspaper articles, journal articles and ministerial replies.

- **Export market access applications**

The IDM has been involved in the preparation of market access applications for China, USA and New Zealand. As well he liaises frequently with Biosecurity Australia and the HAL market access manager. Some of this work is by its nature confidential.

- **Industry Partnership Programme (IPP)**

The IDM prepared a detailed briefing note for the IPP as well as sitting on the summerfruit steering committee for the program. He also attended the industry workshop held in Echuca that gained broad industry views.

Assessment Against Anticipated Outcomes

The project application contained a set of 10 anticipated outcomes. The following table gives a short response to these outcome expectations.

Project Outcome	Comment
1 Efficient implementation of the Industry Strategic Investment Plan and Annual operating Plans	Plans efficiently implemented
2 Effective industry communications and information transfer	Growers are much more informed and have greater access to information. Still ongoing for regional and state groups
3 Improved adoption of appropriate new technology	Summerfruit growers are running at World best practice as regards technology
4 Increased 'on farm' profitability	Industry is restructuring so many growers are less profitable. AUD v USD is adversely affecting exports. Drought affected two years production
5 Improved awareness of levy funded programs	Grower feedback is that they are aware generally of levy funded programs
6 Improved consumer and market focused and integrated R&D and Marketing and Promotions programs, including greater emphasis on domestic product promotion	With marketing and R&D funds reducing significantly in real terms there has been no improvement in consumer awareness of summerfruit
7 Enhanced industry input to and ownership of and confidence in industry Research and Development and Marketing	Increased membership of SAL over time demonstrates industry confidence. Also there are minimal adverse comment made to ALPMs
8 Greater Industry cohesion and sense of common purpose to underpin industry support for levy funded programs.	Cohesion has improved, however this is a significant risk to industry development and the IDM project
9 Identification of the human resourcing requirements of the industry to enable the expectations of levy payers to be fulfilled and ensure the industry is professionally managed nationally	Human resources are fairly well understood by SAL leadership. SAL has yet to work on how to develop the professional capacity to work towards meeting levy payers expectations
10 Development of a national and international network of professional support to the industry	Support networks are working within Australia, but little is being undertaken internationally

Discussion

IDM role

An Industry Development Manager position is a complex role within any horticultural industry. The summerfruit IDM is made more complex by working with a peak industry body that struggles to come to grips with the differentiation between a CEO and an IDM, as well as having a critical lack of finances. Adding to this is that summerfruit is facing major external challenges and some continuing internal factional conflict.

Expectation from leadership has grown as the DM has been able to achieve results. Simply put when the IDM puts more effort in to achieve a result, this is perceived as being 'easy' and so there is an expectation that other more complex issues will be resolved in the same way.

This problem is one that is difficult to overcome. A constant issue for the IDM was to be able to undertake tasks sought by the management committee in the time allocated. The committee found it impossible to offer the IDM an answer as to which activities he should drop in order to keep time allocations within agreed limits. However there was always an expectation that an ever expanding workload would be completed within very tight deadlines. For the term of the contract, time worked by the IDM exceeded the time allocations sometimes to an extent that weekends were regularly worked to achieve results.

This is an issue not unique to summerfruit and one that HAL needs to address with some well defined guidelines regarding the management process for an IDM.

IDM and change

The nature of an IDM's work is to create change, to challenge the existing way and to look at alternatives to existing processes or relationships. In doing so people are put in a position where they get shifted outside their normal way, their comfort zone.

A natural reaction to change is to be angry or annoyed at the agent for change. This is understood by the IDM but not always by leadership. This can also apply were an IDM's work is leading to a change in power relationships, such as between SAL and leaders of a local regional group or the export community. The IDM needs to be well supported in the quest for a better way, an improvement in the profitability for growers or even in getting a contentious issue raised.

To help in this there needs to be some ongoing continuity in engagement of an IDM. If not then there is every chance that a political decision with short term gain (like appeasing an individual or a small group) can result in a long term loss for the industry.

It takes considerable time and much effort to have an IDM understand the complexities of issues involving summerfruit, and a short term engagement does not allow for the IDM to become conversant with these complexities. Again a direction might be taken with short term win and a long term loss.

Summerfruit issues

There is an ongoing need for an IDM in the summerfruit industry. A few major issues are about to lift in priority and apart from the IDM few within Summerfruit Australia have the understanding or capacity to engage with Government effectively. Issues that fall into that category include;

- The impending Import Risk Assessment, for fruit from the Pacific North West of USA.
- The preparation of a submission for the establishment of the PHA related statutory levies.
- The development of efficient and effective ways of statutory levy collection,
- Summerfruit Australia's involvement on the PHA NMG and developing the Biosecurity Plan for Summerfruit.
- Managing export expansion in a way that brings growers increased profitability
- Market access to USA, China and NZ.

Regret for the IDM was that more input might have been given to the development of an effective Industry Development Network. IDOs have been a part of the summerfruit industry for some time however the network is fractured and uncoordinated. There needs to be a better method of project development. The current HAL system of giving responsibility for the management and operation of IDO projects needs to be looked at if these are deliver results to both industry and government.

Conclusions and Recommendations

- SF02017 has been a worthwhile project for the summerfruit industry, bringing tangible results from the investment, as well as also delivering significant but intangible results (such as integrity, respect and confidence).
- There is a continuing need for an IDM. This has been recognized and a new IDM project SF05010 has received HAL support.
- There is confusion about how the project (and the actual IDM) relates to the SAL board. This results in unrealistic expectation and requests. Recommend that HAL produce very clear guidelines (maybe a booklet) and hold training regular sessions for new SAL board members.
- Recommend that any new IDO or IDM project have a tight national industry focus. All to have a project management committee that meets face to face on a regular (ie minimum twice a year) basis. The cost of these meetings to be built in to the project. IDO management committee to have IDM as a member
- Summerfruit Australia to better differentiate the roles of IDM and a CEO for the peak industry body. Specific job description would assist.
- HAL needs to ensure that the IDM for summerfruit has support to ensure the best return on industry and government investment.
- Continuity is important for the IDM position and changes should be signaled well in advance. Recommend an across industry process for engagement IDMs.
- It is recommended that the Summerfruit IDM project management committee be reduced in size to a three person team with the IAC chair leading the group.
- Consideration might be given to a different model for IDM engagement, where HAL manages all IDM projects, not peak industry bodies.

Attachments

- Milestone Reports
- PIP
- Press Releases
- Journal Articles
- Presentations
- SAL Constitution