

Horticulture Innovation Australia

Final Report

Apple and Pear Nuffield Scholarship 2014/2015

Annie Farrow
Apple & Pear Australia Limited (APAL)

Project Number: AP13034

AP13034

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ISBN 978 0 7341 3945 0

Published and distributed by:
Horticulture Innovation Australia Limited
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Summary

Apple and Pear Australia Ltd (APAL) has completed delivery of the *Apple and Pear Nuffield Scholarship 2014/2015* (AP13034) project. The project ran from 20 June 2014 to 30 April 2017.

The aim of the project was to support an outstanding apple and/or pear grower to complete a Nuffield Scholarship. By completing a Nuffield Scholarship the person would have an opportunity to travel overseas on a research scholarship relating to their business and complete a project of interest to them that was also relevant to the industry.

Apple and cherry grower Fiona Hall of Bonny Glen Fruits / Caernarvon Cherry Co who is based in Orange, NSW, was selected as the Nuffield scholar and undertook her study across 2015 and 2016.

She completed three overseas study tours:

- Contemporary Scholar Conference 2015 to France, Feb – Mar 2015.
- Global Focus Program to Singapore, India, Qatar, Turkey, France and the United States of America, July 2015.
- Individual international project study tour to Hawkes Bay, New Zealand, February 2016.

APAL has also published six articles during the course of Fiona's study to promote the scholarship and share her learnings and experience with other growers. Fiona has also regularly personally engaged with other growers and senior industry leaders at events including the Key Stakeholders Roundtable meetings and the 2016 National Horticulture Convention.

Fiona presented her project to Nuffield's 2016 National Conference in September 2016 on *Investment into the Australian apple industry* and a video of her presentation is available on Nuffield's YouTube channel.

The final report submission was received by Nuffield in April 2017 and has been published on their website. To finalise APAL's commitment to the project, an article has been written outlining Fiona's findings and experience and will appear in the June/July 2017 edition of *Australian Fruitgrower* magazine, accompanied by a YouTube video and pictures uploaded to the APAL Flickr library.

Introduction

Apple and Pear Australia Ltd (APAL) was contracted to deliver the *Apple and Pear Nuffield Scholarship 2014/2015* (AP13034) project. The project ran from 20 June 2014 and extended until 30 April 2017.

The aim of the project was to support an outstanding apple and/or pear grower to complete a Nuffield Scholarship. By completing a Nuffield Scholarship the person would have an opportunity to travel overseas on a research scholarship relating to their business and complete a project of interest to them that was also relevant to the industry.

Apple and cherry grower Fiona Hall of Bonny Glen Fruits / Caernarvon Cherry Co who is based in Orange, NSW, was selected as the Nuffield scholar and undertook her study across 2015 and 2016.

The project was developed and led by APAL's Industry Services Manager Annie Farrow up until May 2016 at which time APAL's Communications Manager Sophie Clayton took over its management until her departure in January 2017. Acting Communications Manager Richelle Zealley has completed the project.

Methodology

The first step in this project was to promote the scholarship and attract a suitable candidate. APAL and Nuffield worked together to promote and advertise the scholarship opportunity through individual consultations and solicitations and promotional material through APAL's communications channels including *Australian Fruitgrower* magazine, *Industry Juice* newsletter and social media.

Nuffield's formal application and selection process was followed and APAL participated in the selection panel and provided advice on candidates. Fiona Hall was subsequently selected as an outstanding candidate and commenced her study.

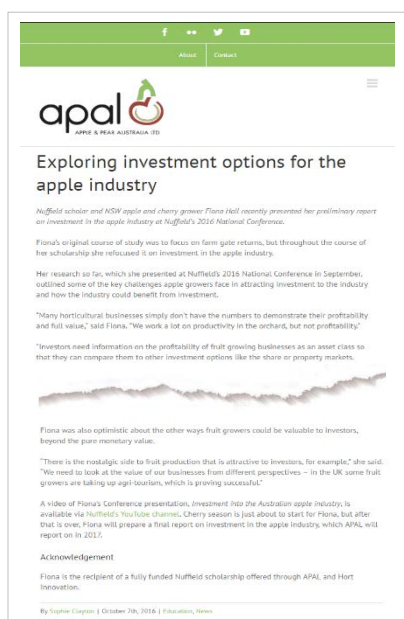
APAL then announced Fiona's scholarship and commenced working with Fiona to communicate her learnings at key times during her scholarship so that the broader apple- and pear-growing community could benefit from her experiences. This included helping Fiona to prepare articles for publication and to give presentations.

Outputs

All anticipated outputs of this study have been successfully delivered, with an extension granted for the final report until February 2017 – the Final Report has now been published on the Nuffield website. Three articles, as contracted, have nevertheless been published as agreed, plus additional news items. Also an update on Fiona's final project report has been published following her project presentation at Nuffield's 2016 National Conference. APAL has also written an article about Fiona's experience and final report which will be uploaded onto the APAL website alongside a link to her Final Report, a video interview and pictures of her property, in conjunction with the June/July 2017 publication of *Australian Fruitgrower* magazine.

Published articles

APAL has published three news items covering the Nuffield scholarship as follows:



An example of an article published about Fiona Hall's scholarship on APAL's website.

Global agricultural scholarship available

11 June 2014

Article promoting the scholarship and encouraging applications.

<http://apal.org.au/global-agriculture-scholarship-available/>

Nuffield scholarship goes to NSW apple grower

18 September 2014

News item announcing Fiona as the recipient of the Nuffield scholarship.

<http://apal.org.au/nuffield-scholarship-goes-nsw-apple-grower/>

Exploring investment options for the apple industry

7 October 2016

Update on Fiona's project following her presentation to Nuffield's 2016 National Conference.

<http://apal.org.au/exploring-investment-options-apple-industry/>

APAL assisted Fiona to write the following three articles about her experiences that are published on APAL's website and/or in *Australian Fruitgrower* magazine:

Leadership and communication: lessons from a Nuffield Scholar

25 April 2015

Summary of Fiona's learnings and experience from her international trip to France to participate in the Contemporary Scholar Conference 2015 as part of her Nuffield scholarship.

<http://apal.org.au/leadership-communication-lessons-nuffield-scholar/>

Nuffield Scholar shares her learnings

9 November 2015

A blog post from Fiona while on her international group Nuffield study tour, the Global Focus Program.

<http://apal.org.au/nuffield-scholar-shares-learnings/>

Around the world as a Nuffield Scholar

29 March 2016

Summary of Fiona's learnings and experience from her international group Nuffield study tour, the Global Focus Program.

<http://apal.org.au/around-world-nuffield-scholar/>

Photos also available here:

<https://www.flickr.com/photos/applesnpearsau/albums/72157666442483456>

PROFESSIONAL DEVELOPMENT



Around the world as a Nuffield Scholar

NUFFIELD SCHOLAR AND NSW APPLE GROWER FIONA HALL WENT ON AN EXHILARATING INTERNATIONAL STUDY TOUR WITH PLENTY OF IDEAS TO SHARE AND A KEY MESSAGE – IF YOU WANT TO GROW YOUR BUSINESS, LEAVE YOUR BACKYARD.

Sponsored by APAL and Hort Innovation, Fiona is researching innovation in the apple industry to identify ways to close the gap between producer and retailer profits. To develop her knowledge she spent six weeks with other Australian and international Nuffield Scholars travelling to Singapore, India, Qatar, Turkey, France and the United States of America.

Fiona said it's "totally exhausting and absolutely exhilarating. I have learnt and experienced so much more in those six weeks than in the past 10 years. I'm very grateful to participate in this program and it's a credit to Nuffield to deliver such an intense and worthy agenda."

The group visited both developed and developing countries with access to different resources. Fiona noticed that the standards in each country varied greatly but the issues in agriculture were very common and included a range of topics such as food safety and security, labour availability and ethics, succession planning, large corporation farming versus small family farms, and much more.

Inspired by leaders

The Nuffield Scholars met in Canberra where they attended Question Time and a dinner at Parliament House. "Members of Parliament from each of the Australian States' electorates were invited to attend the dinner and I met with John Cobb, the member for Orange," said Fiona.

Agriculture and Water Resources Minister Barnaby Joyce and Deputy Prime Minister at the time, Warren Truss, also joined the group and spoke to inspire the 2015 Scholars.

Jet-setting to Singapore

The scholars travelled to Singapore where Fiona greatly benefitted from a presentation by John Barker, First Agriculture Holdings – an investment consulting company for food and agribusiness in Singapore, Australia, China and India.

"It seems the biggest constraint when looking to develop land is water, but the issue is that farmers are becoming scarcer than water," said Fiona. "They're underestimating and underestimating the value of their IP but know-how and experience are the most valuable assets on a farm."

She adds that with investment companies increasingly purchasing land, less farmers will feel the need to own it, and instead be employed to manage investor-owned farms.

From Singapore to India

In the Punjab area of India the group saw child labour used in businesses certified by the Global Good Agricultural Practices (GAP) standard, and they learnt about the excessive use of pesticides polluting the water table.

A big challenge in India is the route to market, with road infrastructure making it almost impossible for farmers and traders. Not to mention lack of cold storage facilities, which greatly reduces the life and quality of their produce.

"India has huge potential but it will take massive investment, training and resources to enable the country to be recognised as a safe agricultural exporter," said Fiona.

Having a hard time managing your pickers?
Do you want control over what your pickers are putting in the bins?
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Do you want to measure the quality of your fruits before they are shipped to the packing shed?

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PROFESSIONAL DEVELOPMENT

Fiona Hall assists the locals during grape harvest in the Kalyan, India, on her Nuffield Scholarship global tour.



► Qatar – the richest country in the world

Food security is a major concern in Qatar and large investments are being made in agriculture to secure the future of the country because 98 per cent of their food is imported.

"The Qatar government is investing heavily to develop their limited resources – particularly their ability to supply large quantities of clean sea water using reverse osmosis. A two-spread economy exists there with an imported workforce living in communes, land is cheap and farmers can easily apply for cheap loans to develop farms," Fiona explained.

"We visited Hassad Foods, a company established to tackle food security concerns. In the past three years they have expanded into commercial production and own land in Pakistan, India and Australia where they produce predominantly beef and wheat.

"Hassad will go wherever they can grow food but are finding it politically challenging to invest in some countries. They're looking for a 4-6 per cent return on investment and have a strong interest in high value horticulture crops in Australia."

Turkey – a country of natural resources

Almost 83 per cent of the land in Turkey offers arable, excellent soils and plentiful water sources.

"The main issues in Turkey are shrinking farm sizes and lack of expertise in the country. This was expressed quite strongly at the Australian High Commission in Istanbul regarding the demand for foreign farming consultants in Eastern European countries," Fiona said.

Next stop, France

Farmers in France rely heavily on the European Common Agricultural Policy and the country is extremely diversified in their production with the French public very influential on agricultural practices such as the use of GMOs.

In France there are many wealthy farmers but land is expensive to buy. The co-operative system seems to work for marketing purposes and energy is a limited and expensive resource.

Last stop, the USA

The group travelled to Washington DC where they met with the American Farm Bureau, the United States Department of Agriculture, and the Washington State Delaware Secretary of Agriculture.

Fiona was briefed on their Constitution and the policy making process; the Farm Bill, water allocation; crop insurance underwritten by the government; controlling wildlife; dealing with non-governmental organisations; the Trans-Pacific Partnership; and the nine million illegal immigrants providing the labour required for horticulture.

It was interesting to understand the different decisions that are State and Federal based and how that relates to agricultural policy decisions in the USA," said Fiona.

Fiona also visited Washington State growers Starr Ranch, McDougall & sons and the Washington Apple Commission; Gold Digger Apples; and Northwest Cherries.

"The time I spent in Washington gave me a snapshot of the industry and ideas of how to move forward with my Nuffield project. I would like to pursue Gold Digger Apples as a case study looking at a grower co-operative perspective. They are larger than any Australian fruit business – but not too large, by American standards," she added.

"I also intend to look at a corporation in New Zealand and an Italian co-operative in South Tyrol."

Where to from here?

"I learnt so much about the challenges of each country we visited and gained a deeper understanding of the industries my peers had come from – identifying future opportunities in other sectors I hadn't thought about earlier," said Fiona.

"While our alumni year is an 18 month commitment, Nuffield itself is a lifetime. Innovation in our own operation rarely comes from ideas in your own industry or your own country, so in the first instance I would suggest to anyone looking to grow or simply do what they do better, to leave their own backyard."

About the Nuffield Scholarship program

Fiona is the recipient of a fully funded Nuffield scholarship offered through APAL and Hort Innovation. She is required to complete a research project that adds value to the apple and pear industry in Australia. www.nuffield.org.au

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An example of one of the articles prepared with Fiona Hall about her Nuffield Scholarship, as published in Australian Fruitgrower magazine, April/May 2016.

Awaiting publication

APAL is featuring 'education opportunities' in the June/July 2017 edition of *Australian Fruitgrower* magazine which is where information about Fiona's Final Report will be published. This article has been written and is accompanied by a video that will appear on APAL's [YouTube](#) channel and images in the [Flickr library](#).

Overseas study tours

Fiona has successfully completed all her required travel and study tours as part of her Nuffield Scholarship as follows:

- Contemporary Scholar Conference 2015 to France, Feb – Mar 2015.
- Global Focus Program to Singapore, India, Qatar, Turkey, France and the USA, July 2015.
- Individual international project study tour to Hawkes Bay, New Zealand, February 2016.

The first two, have both been reported on in the articles listed in this report and in previous Milestone Reports for this project. Because the final tour was as part of Fiona's research for her own report, this is reported in her Final Report as one of three case studies.



Fiona (centre) during her own Nuffield project study tour to visit New Zealand apple growers.

Fiona (right) meeting grape producers in India as part of her Global Focus Program study tour with Nuffield.



Project presentations and Key Stakeholders Roundtable

Fiona presented a preliminary project report at Nuffield's 2016 National Conference in Adelaide, 14-16 September 2016. APAL's then CEO John Dollisson attended Fiona's presentation.

A video of her presentation is available on Nuffield's YouTube channel here:

<https://www.youtube.com/user/nuffieldcomau>

APAL also intends on inviting Fiona to present her final report at an appropriate forum to a broader range of apple and pear growers after her final report is submitted and accepted by Nuffield sometime after February 2017.



Fiona presenting her preliminary project report at Nuffield's 2016 National Conference.

Fiona also participated in the 2014, 2015 and 2016 Key Stakeholders Roundtable meetings.

Fiona was granted an extension to submit her final project report for Nuffield which has been accepted and APAL received a copy in April 2017. The extension was requested to accommodate the recent nature of her overseas study travel that had to coincide with the northern hemisphere season, and her own commitments to managing and harvesting her own 2016-17 cherry crop.

Outcomes

Through the delivery of the project outputs, APAL has delivered the following outcomes:

- Support and advocate for the professional development of apple and pear growers to encourage innovation and strategic long-term thinking in the industry.
- Champion the Nuffield Scholarship as an outstanding mechanism to encourage innovation in the apple and pear industry through scholar engagement and communications.
- Encourage critical observation of international apple and pear production systems and international approaches to agricultural production that may be beneficial if adopted and adapted to the Australian context.
- Support the development of potential industry leaders through their Nuffield scholarship activities, professional development and public speaking opportunities.

Fiona's experiences as a Nuffield scholar have exposed her to a range of innovative thinking and fresh approaches both to tree fruit production and agriculture more generally. Also, the people she has met as part of the scholarship now are part of her own network of contacts covering a much broader range of agricultural professionals.

The communications pieces prepared and published as part of the scholarship may also motivate and encourage others to be more innovative, take on different leadership or professional development opportunities, and generally look at how they can improve their own businesses.

Evaluation and Discussion

APAL and Nuffield received five viable applications for this Nuffield Scholarship, plus an additional one that was wholly focused on cherries that was excluded. This demonstrates the success of the promotions and the reputation of the program in attracting interested candidates. Fiona was the most outstanding candidate and has successfully participated in all scholarships activities as required and completed all project deliverables as required.

Fiona has participated in high level industry discussion attending the 2014, 2015 and 2016 Key Stakeholders Roundtable meetings. She has consulted regularly with the APAL CEO, senior management and the APAL Chair, demonstrating her capacity to engage at a high level.

As part of the international study tours, Fiona was exposed to an extensive array of professionals and agricultural businesses around the world that provided her with experiences insights she would otherwise not have had.

Recommendations

Nuffield Scholarships have proven an effective mechanism to bring together leading agricultural producers in a vibrant environment to encourage innovative thinking and creative new perspectives to advance the industry as a whole. This cross-fertilisation between different professionals within different sectors of agriculture is beneficial.

Moreover, Nuffield has an outstanding reputation internationally that facilitates them being able to compile comprehensive and insightful international study tours and activities for scholars. Many Nuffield scholars remark on the importance of their international travel and study tours in planting a seed for change in their minds that they could bring back to Australia to support their business and the industry more generally to develop.

APAL recommends that Horticulture Innovation Australia Ltd should continue to support the professional development of apple and pear growers, and the Nuffield Scholarship is one excellent vehicle to do this. Promoting professional development through a proven vehicle such as Nuffield would provide evidence to Hort Innovation stakeholders that the levies were being invested wisely for the professional development of the industry as a whole. A sensible alternative to trying to reinvent a successful, well-known, highly reputable and long-standing program such as Nuffield.

Acknowledgements

APAL would like to thank Fiona Hall for making the big commitment to completing a Nuffield scholarship, and to her family and work colleagues who supported her through the process. APAL would also like to thank the staff at Nuffield for running such a professional and long-standing program that is delivered in a way the people working in the agricultural sector can fit it around their on-farm commitments. And to Horticulture Innovation Australia Ltd. for providing financial support towards the scholarship.

Statement of receipts and expenditure



Statement of Receipts and Expenditures

AP13034

From

20-Jun-14

To

30-Apr-17

Project Title

Apple and Pear Nuffield Scholarship 2014/2014

Is this a final Statement of Receipts and Expenditure?

Yes

	Budget (LOP)	Budget (to date)	Actual	Variance
Receipts				
HIA Managed Funds Original project	52,000	52,000	41,600	10,400
HIA Managed Funds Project extensions				
Receipts from use/disposal of Assets/Capital Item(s)				
Total Receipts	\$ 52,000	\$ 52,000	\$ 41,600	\$ 10,400

Expenditures				
Funds managed by HIA				
Scholarship bursary	30,000	30,000	30,000	\$ -
Marketing and promotion of scholarship	1,500	1,500	1,500	\$ -
Selection process	2,000	2,000	2,000	\$ -
Global Focus Program				
Briefing (prior to Global Focus Program)	1,500	1,500	1,500	\$ -
Participation in National Conference	1,500	1,500	1,500	\$ -
Debrief meeting	1,500	1,500	1,500	\$ -
Professional planning/advice	2,000	2,000	2,000	\$ -
Presentation of final report	2,500	2,500	2,500	\$ -
Administration overheads	9,500	9,500	9,500	\$ -
Sub-total	\$ 52,000	\$ 52,000	\$ 52,000	\$ -

Funds not managed by HIA

Item 1	-	-	-	-
				\$ -
Sub-total	\$ -	\$ -	\$ -	\$ -
Total Expenditure	\$ 52,000	\$ 52,000	\$ 52,000	\$ -
Surplus/(Deficit)	\$ -	\$ -	\$ (10,400)	\$ 10,400

Notes:

Initially extended from 31 May 2016 to 30 September 2016

Second extension granted from 30 September 2016 to 30 April 2017 due to Fiona's business commitments

Additional Disclosure(s)

In-Kind Contribution	
Description	Amount
Item 1	0
Item 2	0
Item 3	0
Total	\$ -

Capital Item(s)/Project Asset(s)

Cost of asset at the time of purchase:	\$ -
If known, provide estimated Market Value of the asset at disposal or at the end/termination of the project:	\$ -
Book Value of assets as of the cut off date as per your books of account:	\$ -
Revenue, if any, from assets:	\$ -
Proceeds from Sale/Disposal of assets:	\$ -
Proposed Fate of Asset:	e.g. Sell

Notifiable Sub-contractor

Name of Supplier	ABN
ABC Pty Ltd	19 566 233 123
XYZ Ltd	19 755 233 123

Declaration of Authorised Person

I/We Certify that:

- The expenditure included in the statement of expenses and the additional disclosure for capital items (if any) were for the purpose stated and agreed in the Project/ Study Tour / Conference Fund Agreement;
- All invoices, receipts or other records relating to the expenses of the Project have been obtained and will be retained for at least 7 years from the date in which this project expires or terminates
- This statement of receipts, expenditure and the additional disclosure for asset/capital items (if any) are accurate and true records of our Project/Study Tour/Conference; and
- The funds have not been used for any marketing, internal or external agri political activity.



Signature of Authorised Person / Date

Sophie Clayton

Name

On Milestone payment			Action Required (HIA PM to fill up):	
Budget (LOP)	\$	52,000	Pay next milestone	Others, please provide details below
Budget (start to cut-off d	\$	52,000		
Actual Funds Received f	\$	41,600	Issue invoice on unspent fund	
Actual Expenditure (to c	\$	52,000		
Actual Expenditure/Actual Funds received		1.25		
On Asset(s)				
Book Value	\$	-		
Market Value	\$	-		
Proceeds of disposal of /	\$	-		
Revenue from the use of	\$	-		
Fate of Asset	e.g. Sell			
PM Signature/date:				