

Horticulture Innovation Australia

Final Report

Young Leader Development Program

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Nursery & Garden Industry Australia

Project Number: NY13017

NY13017

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Summary

The Nursery Industry Young Leader Development Program seeks to identify, recognise and reward individuals in the Nursery & Garden Industry who display exceptional commitment and passion for their industry and have industry leadership potential. The program also strives to develop future leaders and provide opportunity for them to meaningfully contribute to industry matters.

NY13017 Young Leader Development Program was a project building on past project NY11017. It operated in conjunction with NY12017 Nursery Industry Awards and identified nursery industry young leaders across the years of 2014 and 2015. The project also undertook a number of development activities to develop future leaders and outside the awards program, provided opportunity for young people invested in the industry to meaningfully contribute to industry current affairs.

The objectives for the project were *Industry Recognition* and *Personal Development*. The intent of securing industry recognition for the young leaders is to provide a means through which they can develop a network with their peers and senior industry stakeholders and to assist in industry succession planning. Concurrently, personal and professional development is necessary to foster a greater understanding of the need for future leaders, successful communicators, negotiators and influencers to support them in shaping the future of the industry.

The methodology for the project, included the implementation of an identification process through the Heather Rumsey Young Leader Award, which operated as a category of the Nursery & Garden Industry Awards. Development activities followed the award process and included involving young leader finalists in business coaching, participation in leadership group meetings, and access to a scholarship program. Additionally, the program looked beyond award entrants to young individuals who have invested professionally in the industry and involved them in the development of leader profiles and asked them to participate in the first future leadership forum held at the NGIA National Conference in February 2016.

Across the project two outstanding national young leaders were identified in Daniel Ewings in 2014 and Chantal Tenace in 2015. The two award winners and the remaining four finalists were provided opportunities for professional and personal development. In this regard, three scholarships were awarded, finalists and key future leaders undertook business coaching, attended the future leaders forum and have had digital profile assets developed for joint use by themselves and industry.

The project has achieved the anticipated outcomes of:

- An increase in the professionalism and business skills of young leader finalists.
- Identification of young leader development needs
- Young leaders assistance in succession planning into the future

- Evaluation of personal development and industry leadership gained by taking part in the program
- Industry young leaders who are utilised in promoting the industry to others throughout the country.

In assessing the achievements of the program and the effectiveness of outputs and outcomes the program should be continued considering the following recommendations:

- Utilise objective approach to assessing individuals by taking into account the person alongside the responses to selection criteria.
- Consider alternative forms of promotion focusing on the career scope of young people in the industry to both attract new interest in the program and highlight the industry's scope of opportunity.
- Continue with activities to promote the scope of nursery industry and position the nursery industry as a career of choice.
- Continue to engage future leaders in an annual/biannual forum to provide input into leadership groups and decision makers and to leverage the forum as a succession planning channel in the nursery industry.
- Consider a mentoring program in place of a competitive award.

In achieving the outcomes, the methodology has identified gaps in the areas of capacity development and in promoting the scope of the industry. These are areas which should be considered future programs.

Overall, the project has been successful in identifying outstanding individuals in Daniel Ewings and Chantal Tenace who have ideas and the ambition to action them. They are great representatives of the industry and have local and national support in their leadership aspirations. It has increased the awareness of multiple young individuals and seen them utilised within the industry and on the pathway to future leadership.

Keywords

2014 Young Leader, 2015 Young Leader, Future leadership forum, Scholarship, Generational change.

Introduction

The Nursery Industry Young Leader Development Program seeks to identify, recognise and reward individuals in the Nursery & Garden Industry who display exceptional commitment and passion for

their industry and have industry leadership potential. The program also strives to develop future leaders and provide opportunity for them to meaningfully contribute to industry matters.

The Industry Strategic Plan (2010-2015) and the Strategic Investment Plan (2012-2016) clearly identified a priority for the industry is the development of people and resources. That is, objective 2: to enhance the capacity and efficiency of the industry's resources through upgrading skills, knowledge and practice. Further, the industry's draft strategic plan for 2016-2020 continues to recognise the importance of skills, knowledge and practice through its strategic priority *Building Product and Industry Value*.

Building on the past project NY11017 Nursery Industry Young Leaders Development Program, NY13017 has operated in conjunction with NY12017 Nursery Industry Awards and identified six young leaders finalists within the nursery and garden industry across the years of 2014 and 2015.

The project was integrated with the Nursery & Garden Awards which recognise the best businesses in the nursery industry. During the 2014 and 2015, changes to the awards program resulted in changes to the young leader award also. Specifically the Young Leader Award became the *Heather Rumsey Young Leader Award*. This award was renamed in honour of Eva Heather Rumsey, an innovative thinking and hard-working industry professional. Additionally, while the top leader in each State was announced it was the top scorers overall who were recognised as the National Finalists. These changes flowed through to the 2016 program. Though the 2016 award was not funded by this project, the Young Leader award remains an important recognition for the industry.

In May 2015 a variation to the project was approved which enabled continuing development activities to promote the nursery production sector as a valued and professional career of choice through the development of video assets, a scholarship program and the facilitation of a future leadership forum.

Methodology

It was intended the program would identify leaders who would benefit from both industry recognition and personal development. It also provides them with an opportunity to contribute to the nursery horticulture industry by learning about and broadening their knowledge of the various areas of businesses and to establish contacts and networks across the industry.

While the Young Leader Award is targeted to industry participants aged between 18 and 35 at the close of award entries, other elements of the program have engaged future leaders who are professionally invested in the industry, though not participants in the young leader award.

In order to achieve the objectives the following methodology was implemented.

2014 & 2015 Heather Rumsey Young Leader Awards

Young Leader Award Review

For both the 2014 and 2015 programs a review was undertaken to ensure the Heather Rumsey Young Leader award was current and relevant to industry.

The award was reviewed by Craig Norman, NGIA President; Mike Mehigan, NGIA Board Member; Robert Prince, NGIA CEO and Anthony Kachenko, Research & Market Development Manager at NGIA following the 2013 award. Following the 2014 Awards, the awards were reviewed by Simon Smith, NGIA Vice President; Craig Norman, NGIA Board Member; Esther Ngang, CEO NGIWA; and Bob Wynyard, Development Officer, NGINA. On both occasions Kobie Keenan was administrator.

Entry Portal

The mode of entry was determined in the project contract to be online using a web portal. Online entry provided easy access for all participants and ability to share information such as providing responses to questions and uploading supporting documentation. This is also a cost effective way to conduct judging with judges being able to view, score and provide feedback to all entrants online.

For the 2014 program an organisation, E-Awards, was engaged to facilitate an online entry portal. After the review in 2014, the committee determined that the 2015 program should change online providers and instructed Award Force to provide the online service. This service allowed entrants to commence and save incomplete entries, upload supporting documentation and provides them judging feedback. This is an extremely functional system that supports administrators, entrants and judges.

Call for Entries

Entries for the 2014 Heather Rumsey Young Leader Award opened on Monday 24 June 2013 and concluded on 12 August 2013.

Entries for the 2015 Heather Rumsey Young Leader Award opened Monday 11 August 2014 and concluded Monday 22 September 2014.

Both years were promoted digitally only which was a decision related to budget. **Appendix A and Appendix B** are extracts from Milestones 102 and 104 which outlines campaign promotions for each call for entries.

Criteria and Judging Process

The criteria were reviewed for the Heather Rumsey Young Leader Award during the awards review process. The submission criteria for 2014 changed from the previous year and are attached here at **Appendix C**. The criteria were unchanged for 2015.

The independent judging process continued in 2015 as implemented for 2014. This process is deemed a fair and impartial assessment of entrants and occurred in the following manner.

In round 1, submissions and supplementary material was reviewed by two judges. The average of the judges scores combined is the total score for the entrant. The highest scoring entrants transition as finalists. State Winners and National finalists were determined in this process. The finalists were announced in December of 2013 and 2014.

In round 2, the finalists sit before an interview panel to respond to 6 questions. The finalists received five questions in the week prior to the interview and the final question was provided on the day. The average of the judges scores combined is the score for the entrant for the interview. A copy of the interview questions for 2014 and 2015 are attached at **Appendix D**

The total score for the competition is the combined weighted value of the submission (40% round 1) and the interview (60% round 2). The winner for the Heather Rumsey Young Leader Award is the highest scoring entrant overall.

National Winner announcement

The National finalist judging is linked to a major industry event. It is done in this way to benefit the finalists by bringing them together and exposing them to development activities that are associated with the event. In 2014 the event was the 2014 Nursery & Garden Industry National Conference *"Blue Sky Thinking – Real Green Living"* which was held in Sydney. The winner was announced at the Awards Gala Dinner on the final night of the conference at Dockside, Darling Harbour NSW.

With the national conference being a biannual event, the 2015 finalists were judged in Melbourne and were able to access the Melbourne International Flower & Garden Show. The winner was announced at the Awards Gala Dinner, at Fenix in Richmond VIC`.

Public Relations campaign

National winners of the award benefit from a professionally managed public relations campaign which is coordinated by Crossman Communications (now RED Agency). The purpose of this is to expose the winner to media relations, promote the industry as a career of choice and to promote the winner to industry.

Attached at **Appendix E** are the media releases which were circulated for each winner.

National Winner development activities

The 2014 and 2015 National Winners were engaged by association leadership groups and activities which included participation in national board meetings and participation in advisory committee meetings. Both the national winners have embraced the opportunities afforded by these representations. Further information on development activities is provided in the Outputs section of this report. Additionally, the 2013 and 2014 finalists participated in a full day workshop conducted by Russell Cummings of Strategic Business Solutions.

Future Leader Development Activities

In addition to the identification of a young leader in the years of 2014 and 2015, the project also considered how to support the finalists and winners of 2014 and 2015 as well as prominent individuals who have invested professionally in the nursery industry and have demonstrated an interest in the future of the industry.

The originally contracted activities relating to this method were reviewed and subsequently amended by variation to the project in May of 2015. The activities approved in the variation include:

- Providing 6 development scholarships
- Development of leader profiles videos and placement of digital assets
- Conduct of a National Future Leadership Forum

Development Scholarships

Designed to meet the needs of the individual, the primary focus of the scholarship was higher education and practical leadership experience.

The six finalists from 2014 and 2015 were invited to submit an application to access a \$9,000 scholarship. **Appendix F** is the information sheet provided to finalists. **Appendix G** is a copy of the application form finalists were asked to submit.

Leader Profiles

Seven future leaders were invited to volunteer their time to participate in a video recorded interview that would be produced to form digital assets designed to encourage participation in the industry. While the interview took an organic approach, they were pre provided with questions to assist them in forming content. A copy of the prompting questions is attached at **Appendix H**.

These assets will soon be placed in high online traffic careers sites to promote a career in nursery horticulture.

Future Leadership Forum

Holding a forum was identified as an opportunity to bring the industry's future leaders together to discuss topical content relevant to the future of the industry. The aim of the forum was to provide this group of future leaders with an opportunity to provide input into the future direction of nursery industry strategy. The forum was held as a pre-conference activity on Monday 15 February 2016 at the Hilton in Adelaide.

Outputs

Using the methodology outlined above the following outputs were delivered.

2014 & 2015 Heather Rumsey Young Leader Awards

Young Leader Award Review

Following both review meetings in 2013 and 2014 recommendations for the young leader award were made.

For the 2014 Award program the judging process was changed for all awards from state winners in the category transitioning to national finalists; to the top five highest scorers in a category

transitioning to national finalists. This change has resulted in more than one finalist from a single state becoming a national finalist.

In 2015 the award category was reviewed by remained unchanged.

Attached at **Appendix I and J** are copies of the recommendations from each review.

Entry Portal

Using E Awards as the online portal provider from 2009 had been a good experience. As an early adopter of awards online this system was innovative. Over time however it became limited. Entrants were required to complete a submission in Word (.doc) or PDF (.pdf) format and upload this into the online portal together with their supporting material. Further once the e-awards portal set up was completed, making changes was difficult and could only be managed by the provider. Finally, it became apparent that their server space was an issue.

As a result a new provider was sourced in Awards Force. **Appendix K** provides screen shots of the Awards Force Portal.

Online experience is considered essential in business and in addressing the criteria and mandatory supporting material future young leaders were required to demonstrate digital skills that covered use of innovative software packages, video creation and social sharing via YouTube, as well as online form completion. Entry into the awards using the Awards Force portal provided an experience which has benefited the entrants both personally and professionally and improved the online skills of entrants.

Entrants, Judging & Finalists

The Call for entries in for the 2014 awards resulted in 10 entries and in 2015, 4 submissions were received. The judges for this process in 2014 were Gary Eyles and Daniel Mansfield. In 2015, Mike Mehigan and Simon Smith judged the submissions.

The judges for round two interview panel were:

2014	2015
David Mathews, Managing Director of Proteaflora Nursery Ross Wilson, Director Coastal Nursery, 2008 Young Leader Award Winner Carol Fraser Director of the multi award winning Growing Spectrum in New Zealand	Mike Mehigan, NGIA President and Owner Elegant Outdoors Brooke Hallett, Director Tavistock Nursery, 2012 Heather Rumsey Young Leader Award Winner Steve Shepherd, former NGINZ Marketing & Communications Manager

The finalists in 2014 were Ben Harbershon, NSW; Anneke Renyolds, NSW; and Daniel Ewings, NSW. The finalists in 2015 were Chantal Tenace, VIC; Ryan O'Connor, VIC; and Nicole Acworth, QLD.

National Winner Promotion

The national winners for 2014 and 2015 respectively were Daniel Ewings and Chantal Tenace. Below are the citations read at the announcement.

"Daniel is National Head of Operations for Andreasons Green Nurseries. He remembers fondly learning about plants from his father in their small production nursery as a boy and now Daniel shares his passion for the nursery industry through mentoring and education. He is actively working with State and Federal bodies on a unique scheme to attract school leavers to horticulture and it is his initiative outside of his work and his industry dedication that make him a worthy recipient of this award."

"With over 15 years in the industry working in the family business, including establishing and managing her own retail store for a time, Chantal recently commenced operation of Garden Soiree, offering professional horticultural services and education opportunities for passionate gardeners. Recognising the economic, social, environmental and health benefits of greenlife her local community, she has adopted a 'think global act local' philosophy in the knowledge that it will capture the hearts and minds of the next generation ensuring the traditional channels remain open for business."

Both Daniel and Chantal benefited from a public relations campaign. The mainstream media received for both campaigns is attached at **Appendix L**. Attached at **Appendix M** are copies of the two major metro articles for Daniel and Chantal.

National Winner development activities

Both Daniel and Chantal have embraced participation and representation of the industry including:

- Daniel participated with the 2013 and 2014 finalists in a full day workshop conducted by Russell Cummings of Strategic Business Solutions. The workshop which was based off the Horticulture Australia Next Generation program addressed the following areas:
 - Business planning tools such as Gap Analysis, Now Where How, The Golden Circles, Magic Wand, Mind Mapping, Pareto Analysis, Force Field, One Page Plan
 - Prioritising strategies – Must Could Should
 - Decision making strategies – Decision Matrix

- Actioning strategies – PROD
- Project Planning
- Time Management
- Team Management
- Change Management

The NGI Leader Training program was available to the participants for the following six months. A copy of the workshop slides and course notes can be found here:

<https://www.dropbox.com/s/3211vvc7hbuiwri/140712%20NGIA%20Leader%20Training%202014.pdf>

- Daniel Ewings, 2014 National Winner attended the Nursery & Garden Industry Australia Board Meeting 5-7 August 2014 in Queensland. This was also an opportunity for Daniel to attend the Spring Green Expo held on the Gold Coast at the same time
- Daniel also participated in a meeting of the Industry Advisory Committee, a former committee of Horticulture Australia (HAL) on 13 and 14 August 2014, Sydney. This opportunity was not available to Chantal due to the transition process of HAL to Horticulture Innovation Australia (Hort Innovation).
- Chantal Tenace, 2015 National Winner attended the Nursery & Garden Industry Australia Board Meeting 16-17 June 2015 in Queensland. This was also an opportunity for her to attend the Spring Green Expo held on the Gold Coast at the same time
- Both Daniel and Chantal were appointed Young Leader Judges in 2016 Young Leader Award
- Both participated in the 2016 Leader profiles outlined below.
- Chantal sat as conference committee member for the 2016 conference in Adelaide.
- Chantal was speaker at the 2016 National Conference.
- Both Daniel and Chantal participated in the inaugural Future Leadership Forum.

Future Leader Development Activities

Development Scholarships

The finalists in 2014 and 2015 of Ben Harbershon, NSW; Anneke Renyolds, NSW; Daniel Ewings, NSW; Chantal Tenace, VIC; Ryan O'Connor, VIC; and Nicole Acworth, QLD were invited to submit

an application to receive access to the Development Scholarship outlined above.

Applications were received from four Young Leaders and three were approved. Two other Young Leader finalists advised they did not want to utilise the scholarship or could not meet the terms.

The approved scholarships are for:

- Daniel Ewings: undertaking a Diploma of Business through OTEN.
- Chantal Tenace: undertaking a Diploma of Digital Content as well as short courses for Content Creation and TV & Radio Presenting at AFTRS as well as undertaking a Study Tour of Italy.
- Anneke Reynolds :undertaking short course for Leading for High Performance (UNSW), Finance for Non Finance Managers (MGSM) and a Public Presentation Skills Masterclass (Michelle Bowden).

Leader Profiles

Seven future leaders were invited to volunteer their time to participate in a video recorded interview that would be produced to form digital assets designed to encourage participation in the industry. The video assets are currently in post-production so they can be tailored for placement in various digital locations including NGI YouTube, websites, emails and social media. These assets will also be placed on key careers websites in due course and provided to each participant for promotion of themselves and the industry also. Two videos are available for viewing and the links are provided below. Please note all videos remain in post-production and the videos provided are subject to change.

Participants in this process include:

- Renee Holbrook, QLD (retail)
https://www.youtube.com/watch?v=1LBCsVO9Jm0&feature=em-share_video_user
- Daniel Ewings, NSW (formerly production nursery now allied)
- Chantal Tenace, VIC (retail, digital)
- Mark Engall, NSW (production nursery)
https://www.youtube.com/watch?v=IQOv8tz8evI&feature=em-share_video_user
- James Adams, NSW (production nursery)
- Jeremy Critchely, NSW (production nursery)

- Sarah Peacock, TAS (production nursery)

Future Leadership Forum

On Monday 15 February 2016 the first Future Leadership Forum was held. Nineteen future leaders were in attendance for the forum which was facilitated by Chris O'Connor of NGIA. The forum was an opportunity for a selection of industry young leaders to discuss topics of strategic importance within the industry and to contribute their ideas to the current industry leadership.

The group discussed the key topic areas of:

- Promoting our industry as a career of choice.
- Training, education and professional development.
- Industry research and development priorities.
- Industry Structure Review
- Communicating with and engaging industry

Pre-reading was provided to all forum participants and included:

1 - Career of Choice

- 1.1 AH02021 2004 - strategy to attract young people to horticulture
- 1.2 Barnaby Joyce Media Release - Choose a career in a growing industry
- 1.3 Bunnings beats master in home war
- 1.4 Green house grower magazine - How to retain motivated young growers
- 1.5 ISHS - Guiding young people into horticulture
- 1.6 RHS - Horticulture matters

2- Training, Education and Professional Development

- 2.1 Industry training
- 2.2 ISHS - Horticulture Industry based training; does it really work
- 2.3 Prof Jim Pratley 2014 Industry Conference presentation

2.4 The workforce challenge in horticulture

2.5 Where to now for horticulture higher education in Australia

3- R&D priorities

3-1 Levy funded R&D project list

4 - Industry Structure Review

4-1 NY04010 Fostering and enhancing the best national and state management and IDO structure

4-2 NGIA Strategy draft v6.1

5 - Communication

5-1 Organisations in Horticulture - Communications

Participants spent the first part of the meeting introducing themselves and providing background upon their current involvement in the industry, how they entered the industry, qualifications and future goals within the industry. Participants were also encouraged to provide their thoughts on where they see the industry in 5 and 10 years' time. They were then broken into four groups and commenced discussion on the key topics. Attached at **Appendix N** is a copy of the Forum Report.

Outcomes

The intended outcomes of this project include:

- An increase in the professionalism and business skills of young leader finalists.
- Identification of young leader development needs
- Nursery industry young leaders to assist in succession planning into the future
- Evaluation of the personal development and industry leadership gained by taking part in the program
- Two industry young leaders who are utilised in promoting the industry to others throughout the country.

An increase in the professionalism and business skills of young leader finalists and two industry young leaders who are utilised in promoting the industry to others throughout the country.

The two winners, Daniel Ewings and Chantal Tenace are future nursery industry leaders. They have demonstrated their commitment to the nursery industry professionally and individually. Their increased recognition has resulted in many opportunities within the industry including media opportunities, participation on industry committees and forums, judges in the 2016 young leader process, involved in developing video assets and access to a scholarship program. In some cases these same opportunities have been made available to the finalists of 2014 and 2015 and also to future leaders who have been identified outside the awards program.

Each opportunity embraced by the future leaders involved in this project has contributed greater professionalism in the areas of media relations, digital experience, business skills, industry representation and training and education. Improved professionalism in these areas is a benefit to both the industry and the individuals.

Video profiles of the two national award winners and five other leaders are in post-production and will be placed in prominent industry and careers websites. The profiles were recorded in February 2016 and are being cut and edited to different lengths and specific relevance for appropriate placement online.

Identification of young leader development needs

The development needs of young leaders have been identified through both the online entries in the young leader award and the scholarship application process (see appendix G).

While each individual's needs remain confidential, the general themes identified through the entries and application focused on:

- Business acumen (financial management, recruitment, human resources, risk management, marketing, project management)
- Communication for leaders (presentation skills, speaking, writing, network strategies)
- Leadership (team motivation, mentoring)
- International experience (innovation, research, international networks)

Nursery industry young leaders to assist in succession planning into the future

The Heather Rumsey Young Leader Award has continued to increase recognition of potential future leaders in the nursery horticulture industry. The 2014 and 2015 young leader program transition program received fourteen entries, six finalists and identified two future industry leaders.

The improvement in the skill sets discussed above has contributed to the personal understanding of the need for great nursery horticulture communicators, negotiators and influencers. The continued involvement in the nursery industry by these young leaders will continue to shape the future of the industry.

Future Leadership Forum attended by nineteen future leaders was an opportunity for industry young leaders to discuss topics of strategic importance. Their particular focus was on the future and changes needed to ensure the future success of the industry, strong growth and improved

capacity. The participants of this group form part of the leadership and strategic succession planning for the industry and their participation in this forum is a demonstration of their desire to be consulted about the future of the industry.

Evaluation of the personal development and industry leadership gained by taking part in the program

It is commonly understood that involvement in the Young Leader program delivers both personal and professional development to participants. Measurement of this can be seen in different ways.

Each year the awards program extends participants through the entry process, the criteria and access to the feedback from judges. The constructive feedback each year supports the entrants in their development. Their individual improvements are difficult to measure as many do not re-enter and so there is no comparative assessment year on year. In the absence of this information there is a general observation which evaluates the program based on how a participant has grown in confidence, willingness to participate in industry activities, how they share ideas and their general engagement with industry.

For example, Daniel Ewings has shared innovative ideas on how apprentices should look in the future and how to attract new participants to the industry. He is also eager to expose Australia to European technologies. Chantal has clear ideas on how to speak to different generations, wants to establish an international exchange program and a cross sector exchange program domestically. Chantal has also requested involvement in future young leader programs to continue to garner support regionally.

Having regard to the scholarship, evaluation of this development activity will be conducted over time. The completion of the scholarships is scheduled to occur between July 2016 and July 2017. The participants in this program are required to provide a critical evaluation report for each activity for which they were approved.

Evaluation and Discussion

NY13017 has delivered all the outputs and outcomes originally outlined for the project.

The project has identified, recognised and rewarded individuals in the industry displaying exceptional commitment and passion for their industry. Many involved in the project including the national award winners have leadership potential for industry schemes and representation.

The project has also provided opportunity for young leaders to meaningfully contribute to industry matters.

The effectiveness of the project to achieve the required outputs and outcomes can be considered in terms of time, resources and cost involved and the return on investment for the industry. In this regard holistic improvements were made to the program with the introduction of a new online portal. The functionality of this portal improved efficiencies in areas of category creation, entry, judging, feedback and administration. These efficiencies meant the call period for entries could be

extended enabling improved access opportunities to the program

Moving the award to digital promotion only provided cost savings though this should be balanced by the limited number of entries. This outcome can also be attributed to a number of other contributing factors. For example, during the project term, another organisation ran a conflicting regional young leader award. It conflicted in timing and announcement and ran independently of NGIA. In this particular case, NY13017 did not receive any young leader entrants from that region in that year. These types of conflicts relate to broad industry structure matters which are currently under review.

The Awards programs for 2014 and 2015 have identified two outstanding national winners, Daniel Ewings and Chantal Tenace. Daniel and Chantal are confident, present well, are measured in their thinking and have local support in their leadership aspirations. Furthermore both actively seek out opportunities to further their understanding of the industry and improve their professional knowledge and capacity. Despite this, the general observation of entries received during the project term is that whilst entrants excel at what they do and have deep subject matter knowledge, their ability to participate confidently in industry debate and discussion would be in question. This has identified a need to better communicate the awards program focusing more on the broad scope of industry and assessing entrants abilities to think strategically and demonstrate leadership capabilities.

Some of the key learnings from the project are:

1. It may be necessary for the Young Leader program to consider alternative forms of promotion and to different audiences.
2. It may also be necessary to take less public assessment of scoring and measuring of submissions and in its place utilise subjective approach; taking into account the person alongside the responses.
3. The need to consider with more emphasis, mentoring. It is observed that some participants in the program have the passion for the industry and the desire to hold leadership positions within it. Those same participants however need to develop the necessary tools to achieve their leadership goals. In this instance a mentoring program would better achieve the outcomes than a competitive awards program.

The number of attendees that participated in the future leaders forum exceeded expectations. Of the 25 invited 19 participated. The forum was the first formal opportunity for future leaders to provide input into the industry's future. This was appreciated by participants and the forum has resulted in constructive and valuable input being submitted into the NGIA Board, the NGIA Strategy and the Structure Review processes. This information has been useful in identifying the concerns of the future leaders and not only the current decision makers. It has provided a greater understanding of the generational shift in leadership and opportunity to cater for the changing operating environment.

Throughout all the activities of the project, the reoccurring theme has been the positioning of the industry. This theme has evolved through the content (or lack of) in award entry submissions,

and development needs in the scholarship applications. There is critical need to position the industry as a career of choice (a Plan A) for school leavers; to attract attention and building excitement around the scope of industry career opportunities has been emphasised. With these evolving themes the digital assets are being produced in order to address some of these gaps.

Recommendations

The following recommendations should be considered for future young leader programs for nursery horticulture:

- Utilise subjective approach to assessing individuals by taking into account the person alongside the responses to selection criteria.
- Consider alternative forms of promotion focusing on the career scope of young people in the industry to both attract new interest in the program and highlight the industry's scope of opportunity.
- Continue with activities to promote the scope of nursery industry and position the nursery industry as offering careers of choice.
- Continue to engage future leaders in an annual/biannual forum to provide input into leadership groups and decision makers and to leverage the forum as a succession planning channel in the nursery industry.
- Consider a mentoring program in place of a competitive award.

Scientific Refereed Publication

Not applicable.

Intellectual Property/Commercialisation

There are confidentiality issues surrounding the entrant applications and judges reports as well as scholarship applications. These are retained confidentially and not able to be shared or published.

Acknowledgements

Congratulations to all entrants and finalists in the program with special mentions for the winners Daniel Ewings and Chantal Tenace.

We would like to acknowledge the judges of the Young Leader award who have volunteered their time to assess all entrants and provide them with encouraging and constructive feedback: Gary Eyles, Daniel Mansfield, Mike Mehigan, Simon Smith, David Matthews, Ross Wilson, Carol Fraser, Brooke Hallett and Steve Shepherd.

We would also like to acknowledge the 2014 sponsor of the young leader awards programs: Agrifood Skills Australia.

Appendices

- A. Extract Milestone 102 – promotion of 2014 Young Leader Award
- B. Extract Milestone 104 – promotion of 2015 Young Leader Award
- C. Heather Rumsey Young Leader Award round 1 submission criteria
- D. Heather Rumsey Young Leader Award round 2 interview questions
- E. Crossman Communications media releases for Daniel Ewings and Chantal Tenace
- F. Scholarship Information Sheet
- G. Scholarship Application Form
- H. Young Leader digital profile prompting questions
- I. Recommendations from 2013 Awards Review
- J. Recommendations from 2014 Awards Review
- K. Awards Force entry portal screenshots
- L. Media coverage received for Daniel Ewings and Chantal Tenace
- M. Major Metro articles received on Daniel Ewings and Chantal Tenace
- N. Future Leadership Forum Report

Appendix A

Appendix A – Extract from Milestone 102
Call for entries promotion activities 2014 awards.

Promotion of the program

During the 7 week campaign, NGIA conducted a predominantly online promotional campaign which included 15 HTML email alerts, supported by the YLAW Blog and social marketing and the dedicated Awards website.

Some of the alerts were tailored for specific categories and targeted to specific group the others were more general and were circulated to a database of approximately 3000 organisations.

In the final week, a postcard was inserted into three state magazines whose timing allowed for a final push in the week entries closed.

A number of personalised emails were circulated to organisations who had a likely pool of entrants. This was particularly important for the new categories. These emails were sent at the beginning and end of the promotional campaign.

The decision to conduct a predominantly online campaign was primarily related to budget.

Appendix B

Appendix B – Extract Milestone 104

Call for entries promotion activities 2015 awards.

8 December 2015 – National finalists announced media release circulated to State & Territory offices and sponsors and trade media
8 December 2015 – National finalists announced EDM
8 December 2015 – NGIA website updates with finalists and gala dinner details
9 February 2015 – Awards Update – Gala Dinner EDM
10 February 2015 – Facebook promotion – Round 2 Judging
12 February 2015 – Facebook promotion – Gala Dinner ticket purchase
26 February 2015 – Facebook promotion – Promotion opportunity for gift bag inserts
3 March 2015 – Your Levy at Work – Gala Dinner promotion
3 March 2015 – Facebook promotion – repost of 26 February
4 March 2015 – Awards Update – Gala Dinner reminder and prize information EDM
12 March 2015 – Facebook promotion – Gala Dinner last day to purchase tickets
16 March 2015 – Facebook promotion – Gala Dinner ticket purchase closed
26 March 2015 – Facebook promotion – National Winners announced and photo album
26 March 2015 – Facebook promotion – Gala Dinner thanks to MC
7 April 2015 – Awards Update – National Winners announced EDM with survey, photos, feedback
7 April 2015 – Facebook promotion – Have your say on the Nursery & Garden Awards
April 2015 – Hort Journal – Industry's best recognised in NGIA Awards 2015 (3 pgs)
16 April 2015 – Facebook promotion – Reminder: have your say on the Nursery & Garden Awards

State promotion

February 2015 – NGIQ Leaflet – Gala Dinner promotion
23 February 2015 – NGIV eNews – Gala Dinner promotion
26 February 2015 – SA Nursery Notes – Gala Dinner promotion
March 2015 – Groundswell – mention in Calendar of Events
March 2015 – Groundswell – mention in NGIA CEO update
March 2015 – Groundswell - Advertisement
5 March 2015 – SA Nursery Notes – Gala Dinner promotion
16 March 2015 – NGIWA eNews – Gala Dinner promotion
28 April 2015 – NGINA eNews – NGIA National Awards

Appendix C

Heather Rumsey Young Leader Award

The Young Leader Award seeks to recognise and reward the outstanding achievements of individuals in the Australian nursery and garden industry, who display exceptional commitment and passion towards their business, the industry and industry leadership potential. It is open to all industry employees and employers 35 years of age and under at the close of entries. Past state winners are welcome to re-enter but past national winners are not eligible

National Finalists will receive a full complimentary registration to the Nursery & Garden Industry National Conference & Exhibition in March 2014, Sydney including economy flights, transfers and accommodation. They will also be involvement in the Young Leader Development Program – an expenses paid, year-long program providing you with skills needed to take a leadership role within the industry.

As the National Winner you will be awarded *the Heather Rumsey Young Leader Award* and \$1,000 for investment in your future with the industry and required to attend two industry meetings in that year.

Submission Criteria – Heather Rumsey Young Leader Award

1. Please provide an overview of your involvement in the nursery and garden industry. (300 words or less)

This question is essentially describing your horticultural resume. You should detail your qualifications, experience, employers past and present, industry involvement and give judges an understanding of your passion for the industry.

2. The industry is working to raise awareness of the value and benefits of greenlife across the community. Explain how you have contributed to this industry goal via your employment (whether employed or self-employed). (300 words or less) **20**

In relation to 'value' your response should focus specifically on the financial value of plants and gardens. In relation to 'benefits' your response should focus specifically on the benefits of a plant or garden such as health, wellbeing, the community environment and the sustainable environment.

3. You would see larger industry challenges having an impact on business in your role day to day. Describe one of those challenges and what solutions you have found to minimise its impact long term. (150 words or less) **10**

Industry leaders regularly encounter challenges which need to be handled with optimism and creativity. In your response, show how your solutions are flexible, responsive and focused.

4. What skills have you developed since entering the industry, how do you maintain those skills and what plans do you have for further education. (150 words or less) **10**

The industry needs leaders with skills in many areas. In your response, consider not only you skills in your chosen field but also in areas such as business administration, new technology, industry current affairs (such as emerging pest and disease threats or labour shortage or supply chain solutions), creativity, advocacy.

5. If in five years' time, we (again) ask you to provide an overview of your involvement in the industry. How will your response be different to your response in question 1 above. (300 words or less) **30**

We are looking for leaders who are inspiring and dedicated to the industry. In your response consider what you want to achieve both personally and for the industry in the next five years. Is there something you think the industry needs that you are going to introduce? What have you been dreaming about changing? How does your community look because of something you did? Think big. Don't be realistic – most dreams and ideas never are.

Nursery & Garden Industry Awards

Heather Rumsey Young Leader Award Criteria



6. Unfortunately, you didn't win \$1,500 in a competition searching for an industry leader. Nevertheless, what are the first things you do (or are already doing) to implement your vision described above? (500 words or less) **30**

Now you need to be realistic. All achievements start with the first few steps. This question is asking you to set your goals to achieve your vision. Make them SMART (specific, measurable, achievable, realistic and time-bound). Are you going to get there?

Mandatory requirements, supporting information and supplementary material guidelines

- You must be 35 years or under at the close of entry into the 2015 Awards.
- In the event, you progress to the national finals; you must be able to attend
- Submissions, together with the supporting material must be submitted online.
- Submissions must be supported with a minimum of two references. References must be from different aspects of horticulture such as employer, customer, supplier, educator or other. You cannot submit two references from the same category.
- Submissions must be supported with a minimum of two high resolution photographs including:
 - a portrait of yourself (from shoulders up)
 - you working within your field
- Other support material could include additional photos, YouTube video, examples of your own research/education/assignment or thesis work, additional testimonials or references, other awards or certificates etc. All information and documentation is held confidentially and is subject to privacy laws. Photos you provide may be used in the promotion of the awards program.
- If you progress to the national finals, you will be contacted in regards to scheduling of an interview with the expert panel.

Appendix D

Heather Rumsey Young Leader Award - National Finalists Round

Judges instructions and information

Criteria focus

The focus of the Round 2 judging for the Heather Rumsey Young Leader Awards is ***leadership quality***.

Pre-judging information and materials

Prior to the interview day for Round 2, each Judge participating in Round 2 will be allocated a user name and password for the Nursery& Garden Awards Judging portal.

Via this portal each judge will have access to review the submissions of the national finalists. Judges will not see the scores for the finalists from the previous round.

Judges should review each finalist submission prior to the interview day.

Entrants will be provided with 5 interview questions one week prior to the interview. They will receive the final question on the day of the interview.

Interview process

The judging panel will participate in a face to face interview with each national finalist on 23 March 2015 at Quest on Lonsdale in Melbourne VIC.

The each judge on the panel will take turns to ask a question from the criteria below. Orange text indicates what judges should be looking for in the finalist's responses. Finalists will not have received this guide.

Judges are permitted to ask additional questions as a result of finalist responses to extract additional information in relation to ***the criteria***.

Judges should take notes for feedback and scoring.

Post-interview scoring and feedback

At the conclusion of the interview Judges are permitted to discuss the finalist and their responses.

Please note however, Judges should score each finalist independently and provide constructive feedback for the entrant.

At the completion of each interview, judges are required to log on to the portal and complete both the independent scoring and feedback components.

Scoring

The average of all scores submitted by panel judges will be the total mark for this round.

Winners

The overall winner for the Heather Rumsey Young Leader Award categories will be the total combined weighted value of Round 1 (40%) and the Interview Round (60%).

Round 2 Criteria – greenlife quality

1. As the winner of this competition you will be invited to observe and perhaps participate in industry representative meetings. What are your thoughts on the structure of the nursery and garden industry in Australia?

PURPOSE OF THE QUESTION: to extract extent of industry structure knowledge necessary for participation in leadership groups. An understanding of the structure and processes will provide a sound foundation for new participants in any industry leadership group or representative committee.

Judges notes: key indicators relating to knowledge of industry structure

- a. HAL/HIA
 - b. Industry Container Levy
 - c. Regional, State & National bodies
2. As you know, the nursery and garden industry involves much more than plants. Outside of your own career path what other career avenues within the industry are of interest to you and how can we make them trendy, desirable and a 1st choice career option.

PURPOSE OF QUESTION: to demonstrate an ability to perceive different aspects to the industry and make connection on the relevance to the greenlife producer and levy payer.

Judges notes: key indicators relating to knowledge of industry careers

- a. Identification of opportunities/interests within the industry could include– science, research, technology, automation, communications (media,), retail buying, landscape and urban design extension, media (soil, mulch), allied products
 - b. Ideas to make greenlife careers trendy/desirable/1st Choice eg;
 - i. Early education on the industry – through High School work experience program, TAFE, apprenticeships, university
 - ii. Training and Qualification programs available
 - iii. Pay
 - iv. Wider community, corporate and government acceptance of need for greenlife
3. In your submission, you were asked to predict the future about what you have achieved in the next five years. Discuss in more detail how those achievements can be extended and your knowledge transferred to positively contribute to your industry.

PURPOSE OF QUESTION: to demonstrate desire to progress the industry through new avenues. This question also requires them to identify both *what* their ideas are and also *how* they plan to achieve them. This question also uncovers passion and demonstrated desire for longevity in the industry.

Judges notes: key indicators for judging include:

- unique and original ideas, concepts, proposals, education, projects
- comprehensive thinking around how the benefit is extended to industry
- positivity, excitement, determination

4. The industry's continuing 2020Vision is opening new and expanding existing market opportunities for the industry. How can you help your organisation capitalise on these opportunities. What does your organisation need to do to make the most of out of this levy funded industry campaign?

PURPOSE OF QUESTION: to encourage the entrant to consider how they might be able to show leadership within their own organisations to identify opportunities outside their day to day role. It may also uncover their ability to influence positive outcomes.

Judges notes: key indicators for judging include:

- an identification of what opportunities exist for their organisation
- is training needed in order for them to capitalise
- what can be done locally
- is it a matter of small steps or change in business focus.
- How they can help others benefit from the campaign. Eg a producer to a customer.

5. Change is inevitable. It is greeted by some with open arms and strongly resisted by others. With a number of nursery industry reviews currently in progress if you were in an industry leadership role what change strategy would you consider to facilitate a positive and smooth transition. To help demonstrate your answer, you can use an example based on your own experience starting from when *a need for change* was identified.

PURPOSE OF QUESTION: to identify experience in people management and change management and to demonstrate a need for ongoing improvement across organisational structures systems and processes. To demonstrate an understanding of both the risks and benefits change brings and the impact it can have on team environment.

Judges notes: key indicators for judging include:

- understanding need for change and how it might improve practices etc
- team consultation and involvement
- implementation
- assessment of progress

WILDCARD QUESTION

A SWOT analysis is a process whereby you assess Strength, Weakness, Opportunity and Threat. As an entrant it is unlikely you are a *threat* however, it is important to understand the qualities that would make you a great leader of the industry. Having regard to your involvement and commitment to the industry - what qualities would you attribute to a SWOT of yourself.

PURPOSE OF QUESTION: fast thinking and honest assessment of themselves. Recognition of the attributes needed for leadership in the industry.

Judges notes: key indicators for judging include:

- being able to answer the question
- honest assessment
- critical understanding of themselves

Appendix E

MEDIA RELEASE

Embargoed until 14 March 2014

KEMPS CREEK MENTOR NAMED AUSTRALIA'S YOUNG LEADER OF THE YEAR

Australia's nursery and garden industry has honoured Daniel Ewings of Kemps Creek for his work in mentoring and educating school leavers in horticulture by naming him the country's Young Leader of the Year at the prestigious national awards held in Sydney last night.

The awards recognise and honour excellence in business, products and services and acknowledge industry leaders as they strive to achieve best business practice within the nursery and garden community.

The Nursery Manager for Andreasons Green Nurseries Kemps Creek Nursery was praised for actively working with State and Federal bodies on a unique scheme to attract school leavers to the gardening industry. This major accolade recognises his outstanding dedication and impact in the horticulture community.

Daniel's passion comes from his father who mentored him at a young age in their small production nursery. He has worked in gardening for more than 15 years and has been a long term advocate of raising up a new generation of green life leaders.

CEO of Nursery and Garden Industry, Robert Prince, said Daniel was selected from a pool of outstanding candidates across the country, and his initiative outside of work and commitment to building others that has made him a worthy recipient of this award.

"Daniel has demonstrated exceptional environmental and business leadership. It's fantastic to see passionate young professionals taking our industry to the next level through innovative and cutting-edge work. We are truly proud of Daniel for this excellent achievement," Mr Prince said.

"The industry's goal is to significantly increase green life over the next six years and the great work demonstrated by Daniel is a positive step towards that vision," he said.

Australians can look forward to more trees, plants and turf thanks to a campaign by the Nursery and Garden Industry encouraging councils, developers and landscapers to help improve green life in urban areas by 20 per cent before 2020. More than 4.4 million square metres of new green space has already been planted in cities across the country.

To take part in the vision or for more information, visit www.202020vision.com.au.

For more information please contact:

Jackie Smiles, Crossman Communications, 0432 067 042, jackie.smiles@crossmancommunications.com.au



MEDIA RELEASE

Under embargo until Wednesday 25 March 2015

GREENVALE GREEN WARRIOR NAMED AUSTRALIA'S YOUNG LEADER OF THE YEAR

Australia's nursery and garden industry has honoured Chantal Tenace of Direct Plants for planting a host of radical ideas to get the community eating more fresh produce by naming her the Heather Rumsey Young Leader of the Year at the prestigious national awards held in Melbourne last night.

Presented by Nursery and Garden Industry Australia, the awards, now in their 21st year, recognise and honour excellence in business, products and services and acknowledge industry leaders as they strive to achieve best business practice within the nursery and garden community.

As well as managing her family's nursery, Direct Plants in Greenvale, with her father and brother, and running her own horticultural consultancy, Garden Soiree, Chantal designed and established a 15m² community garden at her apartment block in Maribyrnong, converting a dull, lifeless space into an outdoor oasis to give residents space to grow their own food, and create a sense of community within the building.

Passionate about creating urban gardens, Chantal went on to launch a series of unique community garden classes and workshops for adults and children in February, with approval from Hume Council, to boost sustainability and foster an understanding of the importance of green life.

Her next goal is to start up a farmers' market which could cater for the entire region and, in the longer term, a community garden and the revitalisation of gardening programs in schools across Victoria to inspire future generations of kids to become green thumbs.

Chantal's passion comes from her grandparents who taught her how to grow fruits, herbs and every vegetable imaginable at a young age. She is a qualified horticulturalist with 15 years' experience in the industry. This major accolade recognises her outstanding dedication and impact in the horticulture community.

CEO of Nursery and Garden Industry, Robert Prince, said Chantal scored highly among a pool of outstanding candidates across the country, and her initiative to help people reconnect to the land has made her a worthy recipient of this award.

Appendix F

2014-2015 Young Leader Development Program Scholarship Application



Scholarship information

The nursery industry strategic plan identifies a priority for the industry is to develop people and resources and to enhance the capacity and efficiency of the industries resources through upgrading skills, knowledge and practice.

Supporting the plans objectives is the Young Leader Development Program, which seeks to identify, recognise and reward individuals in the nursery and garden industry who display exceptional commitment and passion for their industry and have leadership potential for industry schemes.

Eligible young leaders are encouraged to apply for a scholarship under NY13017 Young Leader Development Program 2014-2015. The total value of a scholarship including GST is \$9,000. A maximum of six scholarships are available.

The scholarship amount may cover the cost for the entire activity/activities or can be used as a subsidy. Multiple activities are permitted subject to approval.

The primary focus of the scholarship is higher education and practical leadership experience driving a new generation of industry leaders and therefore the following activities will be considered:

Considered activities	Maximum amount allocated
Diploma and advanced diploma study	FULL
University undergraduate and/or post graduate study	FULL
Internationally recognised higher education qualifications	FULL
Domestic or international study tours	Capped at 50%
Domestic or international exchange programs	Capped at 50%
Other as approved by Nursery & Garden Industry Australia	Subject to review

Eligibility

To be eligible for the 2014-2015 Young Leader Development Program you must have been a national finalist in the Heather Rumsey Young Leader Award for 2014 or 2015.

Application Closing Date

31 October 2015

You must complete an application for each activity of interest, for review and approval, prior to the **closing date of 31 October 2015**.

Please note: The closing date is aligned with milestone requirements of the project with Horticulture Innovation Australia and therefore, late applications will not be accepted.

Please note: Funding for the project is aligned with milestone requirements of the project with Horticulture Innovation Australia therefore any increase in activity expenses will not be permitted after the closing date.

Approval for activities

A maximum of six scholarships are available. More than one activity may be approved. The funded amount per scholarship will not exceed a total of \$9,000 per person.

Approval for activities will be awarded having regard to the objectives of the Young Leader Development Project. Applications must address how an activity will:

- Increase your professionalism and business skills
- Address your leadership development needs
- Support you in your industry leadership goals

Scholarship approval is conditional upon you agreeing to

- For each activity complete a critical evaluation report of the personal development and industry leadership gained through the program for publication and use by NGIA;
- Promote the industry nationally when called upon to do so by NGIA.

Commencement

All approved activities must have commenced by 31 March 2016.

Any extension to this start date may be requested and must be in writing to info@ngia.com.au Attention: Young Leader Development Program. Extensions are not approved until confirmation is received from NGIA. Approval will be granted if the activity remains within the timing specifications of the project with Horticulture Innovation Australia.

Scholarship Payment

The scholarship is not transferable for cash.

It is expected that you will be required to pay for fees and charges for any activity in the first instance.

You will be reimbursed for each approved activity upon receipt of a tax invoice to Nursery & Garden Industry Australia which must be accompanied by supporting documentation such as a receipt of payment.

For each activity, reimbursement will take place in two parts being: up to 75% of the approved allocated amount as incurred; 25% upon receipt of the abovementioned evaluation report (a template will be provided).

Responsibility

NGIA undertake to assess each activity application within seven days of receiving such application.

It is your sole responsibility to ensure you have attended to the coordination, enrolment, arrangement, prerequisites, preparation or any other requirements for all approved activities.

In the event you do not attend to the necessary requirements to commence the activity by the commencement date above, the allocated funds for the activity are forfeited. You are welcome to submit another application provided it is submitted before the closing date of 31 October 2015, for the reasons explained above.

Notification & Acceptance

On activity approval a letter of offer will be forwarded by email. Should you wish to accept the offer, you will be required sign a copy of the letter of offer and return it to Nursery & Garden Industry Australia.

Notification for applications not approved will be forwarded by email. Reasons and/or additional instructions will be provided in the notification.

Apply now – CLOSING DATE 31 OCTOBER 2015

To take advantage of this opportunity, you are required to submit your application with supporting documentation online at <https://ngia.wufoo.com/forms/20142015-young-leader-development-scholarship/>



This project is administered by Nursery & Garden Industry Australia (NGIA) and has been funded by Horticulture Innovation Australia Limited using the Nursery Industry levy and funds from the Australian Government.

“Chantal has demonstrated exceptional environmental and business leadership. Her fresh, unique perspective and friendly personality is capturing the attention of the younger generation. It’s fantastic to see passionate young professionals taking our industry to the next level through innovative work. We are truly proud of Chantal for this excellent achievement,” Mr Prince said.

Australians can look forward to more trees, plants and turf thanks to a campaign by the Nursery and Garden Industry with support from over 200 partners encouraging councils, developers and landscapers to help improve green life in urban areas by 20 per cent before 2020. More than 8.7 million square metres of new green space has already been planted in cities across the country.

To take part in the vision or for more information, visit www.202020vision.com.au.

For more information please contact:

Lucy Pennington, Crossman Communications, 02 9361 6099, lucy@crossmancommunications.com.au

Appendix G

2014–2015 Young Leader Development Scholarship

Application Form

Name

First

Last

Email**Contact Number 1****Contact Number 2****Organisation****Postal address**

Street Address

Address Line 2

City

State / Province / Region

Postal / Zip Code

Country

Please outline your industry leadership goals (use bullet points).**Please outline the development requirements to achieve your goals (use bullet points).**

Activity 1

Provide the details of your first activity here.

Title**Amount requested for the activity**

Intended commencement date

Intended completion date

Please provide a description of the activity

Additional Information

Browse... No file selected.

Additional Information

Browse... No file selected.

Considering your leadership goals outlined above, how will this activity assist in achieving those objectives?

Considering your development needs outlined above, how will this activity assist in addressing those needs?

Considering your nursery industry career generally, how will this activity improve your business and professional skills?

Activity 2 Title**Amount requested for the activity****Intended commencement date****Intended completion date****Please provide a description of the activity****Additional Information**

Browse...

No file selected.

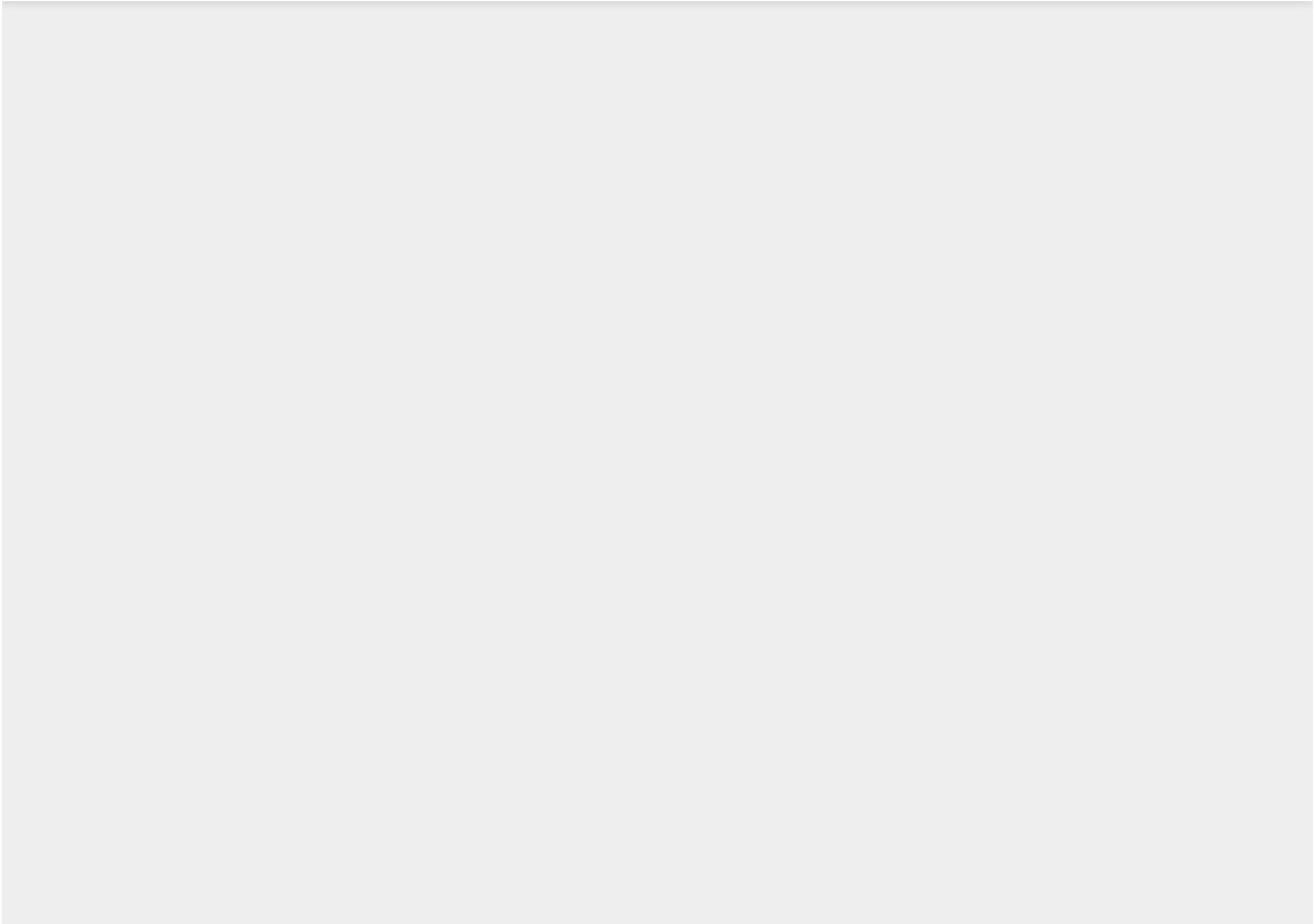
Additional Information

Browse...

No file selected.

Considering your leadership goals outlined above, how will this activity assist in achieving those objectives?**Considering your development needs outlined above, how will this activity assist in addressing those needs?**

Considering your nursery industry career generally, how will this activity improve your business and professional skills?



Appendix H

Young Leader Interviews 2016

Tech Specs: 2 camera, wireless lapel mic, lighting)
Themes: Career of Choice; feel good; breadth & opportunity of industry; leadership & initiative; career development.

INTERVIEW QUESTIONS

Introduction to You:

- What is your name and where do you currently work/position?
- What got you started and where?
- What have you studied?
- What education/training do you plan for the future?
- What opportunities has working in the industry given you?

Industry in general:

- What was it that initially drew you to the industry?
- What do you love most about your work?
- What is the most challenging aspect of your work?
- What opportunities to you see for the industry?

Future:

- Where do you see yourself within the industry in 10 years time?
- Are there any other aspects of industry that you are interested in?
- What would you say to someone looking to work within the nursery & garden industry?

Appendix I

Nursery Industry Awards – Review Meeting 13 February 2013

Proposed Categories

Specialty Garden Centre of the Year	Growing Media Supplier of the Year
Lifestyle Garden Centre of the Year	Allied Product of the Year
Corporate Garden Centre of the Year	Green Infrastructure Award
Production Nursery of the Year (avg annual FTE under >15)	Plant of the Year
Production Nursery of the Year (avg annual FTE under <15)	Ministers Nursery Innovation Award
Propagation Nursery of the Year	Heather Rumsey Young Leader Award
Government Nursery of the Year	

Criteria

Total 13 National Awards, all category criteria require development and/or review including, category eligibility, question content, question weighting and supplementary material.

Judges

Employees of NGIA or the State Associations are not eligible for judging. Judges must be credible with appropriate knowledge and skill to review the submissions.

Generally a voucher or tickets is viewed as appropriate for a submission judge. However, feedback from past submission judges for the larger categories is that gift vouchers/ tickets are not sufficient. This is all subject to budget.

Judging Process & Benefits to Entrants

All categories provide an online submission- targeted, purposeful questioning with detailed supporting material Entrants pay an entry fee per category Members/Levy Payers \$0 and Non-Members/Non-Levy Payers \$200.

A panel of submission judges will be appointed from a pool of judges nominated by the State Associations. The submission panel review the submissions within a defined period of time. Each submission in a category is reviewed and scored by the same two judges. A minimum of two judges must review the submissions from each category. The average of the scores will be the final score for the submission. Any 'defined' scoring variances (say 10%) are discussed via Skype (or other).

Comprehensive, constructive feedback must be provided on each submission by each of the judges.

All entries must meet a benchmark to be termed State or National finalist'. The benchmark is proposed at 75%.

OPTION 1

- 100% submission judging
- 3 State finalist – 1 State winner
- Each State winner is through to National finals
- National winner is submission with highest score

OPTION 2

- 100% submission judging
- 3 State finalist – 1 State winner
- Top 5 submissions are 'national finalists'
- National winner is submission with highest score

OPTION 3

- 100% submission judging determines Top 5.
- 3 State finalist – 1 State winner
- Top 5 submissions are 'national finalists' and subject to onsite judging.
- National winner is highest scorer – from weighting based on original score, onsite score and second sub review

Summary of Benefits	1	2	3
All entrants receive feedback from two judges	✓	✓	✓
State finalists – certificate	✓	✓	✓
State finalists – PR in State publications	✓	✓	✓
State winners – custom framed certificate	✓	✓	✓
State winners – use of State winner logo	✓	✓	✓
State winners – increased brand recognition	✓	✓	✓
State winner – PR state publications	✓	✓	
State winner – national finalists certificate	✓	✓	✓
National winners – prestigious trophy	✓	✓	✓
National winners – PR national publications	✓	✓	
National winners – use of National winner logos	✓	✓	✓
National winners – recognition in Trade Register	✓	✓	✓
National finalists – onsite visit - national judge			✓
National finalists – Onsite feedback judge			✓

Appendix J

Nursery & Garden Industry Awards

Recommendations to the NGIA Board for the 2015 Awards Program

Background

The Nursery & Garden Industry Awards Review Committee has met via teleconference on two occasions, being 3 April 2014 and 7 April 2014.

The Review Committee members are: Craig Norman, Simon Smith, Bob Wynyard and Esther Ngang and Kobie Keenan as the administrator of the Awards Program.

The Awards Review Committee have discussed a number of changes to the Nursery and Garden Industry Awards with a view to:

- Refocus the awards on business practices.
- To continue to be inclusive of all industry sectors and operators.
- Alleviating barriers to participation
- Increasing participation in the awards program overall
- Improving benefits to entrants
- Providing a reinforced foundation for the future of the competition.
- Ensuring the awards program is financially sustainable.

In order to achieve the objectives the group have taken an outside the square' approach and considered the process and structure in its entirety.

A number of major changes are recommended here for consideration by the NGIA Board.

Recommendations for Consideration

1. Retain the current imagery of the industry awards for 2015.
2. Consider a change in the name of the Awards from the following suggestions. Board to advise.
 - a. Nursery & Garden Business Awards
 - b. Nursery & Garden Industry Business Awards
 - c. Nursery & Garden Awards
 - d. Retain – Nursery & Garden Industry Awards
3. Adopt the revised categories
 - a. Production Nursery of the Year (Turnover \$0-\$1.5M) *inclusions in turnover figures to be finalised*
 - b. Production Nursery of the Year (Turnover >\$1.5M) *inclusions in turnover figures to be finalised*
 - c. Retailer of the Year (Turnover \$0-\$1.5M) *inclusions in turnover figures to be finalised*
 - d. Retailer of the Year (Turnover >\$1.5M) *inclusions in turnover figures to be finalised*
 - e. Supplier of the Year *to include growing media, greenlife markets, pot suppliers, label suppliers etc judged on the same businesses principles as production and retail.*
 - f. Industry Innovation Award *modified to have a more technical focus and remove marketing component*
 - g. Greenlife Infrastructure Award (as is with criteria review)
 - h. Allied Product of the Year (as is with criteria review)
 - i. Plant of the Year (as is with criteria review)
 - j. Environmental Stewardship Award *(new criteria formulation required)*
 - k. Marketing Award *(new criteria formulation required)*
 - l. Heather Rumsey Young Leader Award (as is with criteria review)
4. Adopt a new pinnacle award 'Nursery & Garden Industry Business of the Year' – determined during round 2 judging with consideration given to the 5 winners from categories in Recommendation 3 (a) – (e).

5. Adopt new eligibility criteria to include a requirement by entrants to provide basic data on their business such as annual turnover, area under production and average full time employees.
6. To align the 'of the Year' awards criteria with the international criteria of AIPH (modified for relevance and subject to sector).
7. To adopt a new submission process that
 - a. 'In portal' submission completed online only (no uploading of criteria responses)
 - b. Requires one 3min video – requirement supported with 'how to guides' and assistance offers.
 - c. Provides options for 5 additional items of support material for extensions jpg, pdf, http, wav.
 - d. Allows entrants to save and return to complete
 - e. Allows modification (even after submission) until the closing date.
 - f. Allows viewing after closing date.
8. Adopt a new judging process that:
 - a. is a 'submission only' process
 - b. incorporates accreditation audits (FMS/AGCAS) into the judging/scoring process
 - c. Weight the rounds for fairness and transition with suggestion as follows:
 - i. ROUND 1 – all submissions. Submission and video reviewed twice by judges. Average of the judges scores combined is the total. Highest entrants transition to finalist. Suggest 80:20 respectively
 - ii. ROUND 2 – applies only to 'of the Year' finalists. Finalists participate in 1/2hour video conference presentation for a judging panel. Total score is combined weighted value of submission and presentation. Suggest 50:50
 - iii. ROUND 3 - applies only to 'of the Year' winners identified in Round 2 (totalling 5). Not rejudged. Assessed only on 'of the Year' criteria 1-3 (to give equal judging platform). Highest scorer from the 5 eligible organisations. 100%
 - d. incorporates opportunities for Judges in the 'of the Year' categories to award commendations at their discretion.
9. Require submission and panel Judges undertake a mandatory online workshop on program expectations for entrant feedback, confidentiality and conflict of interest.
10. The benchmark for progression after first round submission judging remain at 75% with flexibility to consult with submission judges if scaling of results is required.
11. *Award Force* is used as the new online portal provider.
12. Entry Fee – noting need to increase income for the project, consider from the following options, Board to decide.
 - a. Reintroduce an entry fee as follows: Members \$100 1st category all others free and non-Members \$250 1st category \$50 for each subsequent category. (based on entrants in 2014 income E\$8350)
 - b. Retain - \$250 for non-members Free for Members (based on actual fees received in 2014 \$750)
13. Awards Program opens on Monday 11 August 2014
14. Awards Program closes on Monday 22 September 2014

Appendix K



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Entries

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ID	Entry name	User	Category	Status	Created	PDF	Appointments
61	CONFIDENTIAL		ROUND 2 - Young Leader	Submitted 2 months ago	2 months ago		0
60			ROUND 2 - Young Leader	Submitted 2 months ago	2 months ago		0
59			ROUND 2 - Young Leader	Submitted 2 months ago	2 months ago		0
58			ROUND 2 Resaler of the Year (turnover greater than \$1.5M)	Submitted 3 months ago	3 months ago		0
57			ROUND 2 Resaler of the Year (turnover \$0- \$1.5M)	Submitted 3 months ago	3 months ago		0
56			ROUND 2 Resaler of the Year (turnover \$0- \$1.5M)	Submitted 3 months ago	3 months ago		0
55			ROUND 2 Resaler of the Year (turnover greater than \$1.5M)	Submitted 3 months ago	3 months ago		0
54			ROUND 2 Resaler of the Year (turnover greater than \$1.5M)	Submitted 3 months ago	3 months ago		0
53			ROUND 2 Resaler of the Year (turnover greater than \$1.5M)	Submitted 3 months ago	3 months ago		0



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Entries

Categories
Criteria
Judging panels
Rounds

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ID	Entry name	User	Category	Status	Created	PDF	Attachments
61			ROUND 2 - Young Leader	Submitted 2 months ago	2 months ago		0
60			ROUND 2 - Young Leader	Submitted 2 months ago	2 months ago		0
59			ROUND 2 - Young Leader	Submitted 2 months ago	2 months ago		0
58			ROUND 2 Retaler of the Year (turnover greater than \$1.5M)	Submitted 2 months ago	3 months ago		0
57			ROUND 2 Retaler of the Year (turnover \$0 - \$1.5M)	Submitted 3 months ago	3 months ago		0
56			ROUND 2 Retaler of the Year (turnover \$0 - \$1.5M)	Submitted 3 months ago	3 months ago		0
55			ROUND 2 Retaler of the Year (turnover greater than \$1.5M)	Submitted 3 months ago	3 months ago		0
54			ROUND 2 Retaler of the Year (turnover greater than \$1.5M)	Submitted 3 months ago	3 months ago		0

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Categories
People's choice leaderboard
VIP judging leaderboard
VIP judging progress

Search

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Displaying 1 - 10 of 10

ID	Shortcode	Category	Parent	Total entries	Status
16		ROUND 2 - Young Leader	-	3	Active
17		ROUND 2 Retailer of the Year (turnover \$0-\$1.5M)	Industry Business of the Year	2	Active
18		ROUND 2 Retailer of the Year (turnover greater than \$1.5M)	Industry Business of the Year	4	Active
15		ROUND 2 Production Nursery of the Year (turnover greater than \$1.5M)	Industry Business of the Year	5	Active
14		ROUND 2 Production Nursery of the Year (turnover \$0-\$1.5M)	Industry Business of the Year	3	Active
13	GROUP 2	Plant of the Year	-	3	Active
12	GROUP 2	Environment Award	-	2	Active
11	GROUP 2	Industry Innovation Award	-	3	Active
10	GROUP 2	Industry Marketing Award	-	2	Active
9		Hedder Burnay Young Leader Award	-	6	Active

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1 2 10

Appendix L

RESULTS PROGRESS REPORT – MARCH 2014

Client	NGIA
Contact	Kobie Keenan
Melbourne Manager	Jackie Smiles
Account Manager	Katie Lettice

Expected Media Coverage to Date

Media outlet	No. of hits
Magazines	6
Newspapers & Supplements	14
Online	9
Radio	2
Total	31

Magazines

1. Australian Better Gardens and Home Ideas, April 2014
2. SA Life, feature story on Barossa Nursery, Winter 2014
3. Growcom, next issue
4. Outdoor Living, Barossa Nursery, next issue
5. Green Magazine, Award story, next issue
6. Gardening Australia Magazine, TBC

Newspapers & Supplements

1. Diamond Valley Leader, 'Best Nursery', 26 March 2014
2. Kalamunda Reporter, 'Nursery in Full Bloom', 25 March 2014
3. The Age, Plant of the Year with mentions of other award winners, 22 March 2014
4. The West Australian, 'West Australia wins big at national awards', 21 March 2014
5. Mandurah Coastal Times, 'Award win for green thumbs', 19 March 2014
6. The Barossa Leader, 'Barossa Nursery is best in Australia', 19 March 2014

7. Kalamunda Reporter, photo op taking place Tuesday 18 March
8. Hobart Mercury, 'Hobart the nursery of perfection', 17 March 2014
9. Barossa & Light Herald, Barossa Nursery photo op taking place Monday 17 March
10. Northern Star, photo and interview with Alpine Nursery, 8 April 2014
11. The Advertiser, Barossa Nursery, coverage date TBA
12. Mornington Peninsula Leader, awards article, coverage date TBA
13. The Age MyCareer - Profile on Daniel Ewings, Young Leader of the Year, 19 April 2014
14. Sydney Morning Herald MyCareer - Profile on Daniel Ewings, Young Leader of the Year, 19 April 2014

Online

1. In My Community – Kalamunda Reporter, 'Nursery in Full Bloom', 25 March 2014
2. West Australian Yahoo!7, 'West Australian wins big at national awards', 21 March 2014
3. The Barossa Leader, 'Barossa Nursery is best in Australia', 19 March 2014
4. Garden Drum, 'Australia's best garden centres', 16 March 2014
5. Garden Clinic, 'Australia's top nurseries and garden centres named at national awards', 15 March 2014
6. Garden Drum, 'The Princess Lavender wins Plant of the Year', 15 March 2014
7. The Mercury, 'Hobart the nursery of perfection', 15 March 2014
8. Barossa Herald, 'Barossa Nursey takes out National Award', 14 March 2014
9. Architecture and Design, TBC

Radio

1. Flow FM, Barossa Nursery interview, 21 March 2014
2. 4BC Radio, Live interview with Tony at Green Fingers Potting Mix, 16 March 2014

Tentative opportunities

1. Channel 10 Totally Wild - Producer is interested in a segment on Plant of Year, but The Princess Lavender is currently not in season so there is no plant to shoot until September
2. Channel 10 The Living Room - as above

RESULTS PROGRESS REPORT – APRIL 2015

Client	NGIA
Contact	Kobie Keenan
Managing Director	Jackie Crossman
Senior Account Manager	Lucy Pennington

Expected Media Coverage to Date

Media outlet	No. of hits
Magazines	3
Newspapers & Supplements	12
Online	4
Radio	3
Total	22

Magazines

1. SA Life, news story on Jong's Nursery and Newman's Nursery, May 2015 issue
2. Greenworld Magazine, feature on the winners, May/June 2015
3. SAGardens, feature on Jong's Nursery and Newman's Nursery in August 2015 issue

Newspapers & Supplements

1. The Canterbury Bankstown Express Torch, story on the Allied Product of the Year and Innovation Award both won by Yates, 1 April 2015
2. Courier Mail, 'Everything's coming up roses for Brookfield Garden Centre', 30 March 2015
3. Hawkesbury Courier, 'Clarendon nursery takes out Plant of the Year', 26 March 2015
4. Adelaide Advertiser, 'SA's nursery sector wins major national awards', 25 March 2015
5. Hume Leader, photo and interview with Young Leader of the Year, April 2015
6. Hawkesbury District Independent, story on Ozbreed and the Plant of the Year award, TBC
7. Victor Times, story on Jong's Nursery and the Small Production Nursery of the Year award, TBC
8. Central Coast Business Review, story on Ramm Botanicals, TBC
9. Adelaide Advertiser, individual story on Jong's Nursery, TBC
10. Adelaide Advertiser, individual story on Newman's Nursery, TBC
11. Melbourne Leader, photo and interview with City of Melbourne, TBC
12. The Age, profile of the Young Leader of the Year winner in the Inside Job column, June 2015

Online

1. The Canterbury Bankstown Express Torch, story on the Allied Product of the Year and Innovation Award, 1 April 2015

2. Courier Mail, [‘Everything’s coming up roses for Brookfield Garden Centre’](#), 30 March 2015
3. 891 ABC Adelaide, [‘Dutch father and son growing their Australian dreams in Mount Compass’](#), 27 march 2015
4. Adelaide Now, [‘SA’s nursery sector wins major national awards’](#), 25 March 2015
5. Greenworld Magazine, story on the winners in the magazine’s enewsletter, 3 April 2015

Radio

1. ABC Rural NSW Country Hour – interview with Cameron’s Nursery, 2 April 2015
2. FiveAA Afternoons with Michael Keelan, interview with Plants Management Australia, 29 March 2015
3. FiveAA Afternoons with Michael Keelan, interview with Jong’s Nursery, 4 April 2015

Tentative opportunities

1. ABC TV Gardening Australia – research team is considering story angles

Appendix M

Award for role promoting horticulture careers

July 19, 2014

[Read later](#)**Simon Nettle**[Email article](#)[Print](#)[Reprints & permissions](#)

Daniel Ewings will be running horticulture apprenticeships for school leavers. Photo: Brendan Esposito

While the standard career pathway recommended by high-school counsellors is to endure a hard slog in year 12 in order to qualify for a high-demand university course, unless one has a specific area of interest that requires a university degree, a trade apprenticeship might be an excellent step toward a satisfying, lucrative and long-lasting career.

Daniel Ewings, a horticulturalist from Kemps Creek, NSW, has recently received the Young Leader of the Year Award from Australia's Nursery and Garden Industry Association. He received the award for his project to both educate high-schoolers about the benefits and opportunities in the field of horticulture, and to attract greater interest by offering an updated apprenticeship program through his nursery, Andreasens Green Nurseries.

Daniel has been committed to horticulture since he was a boy, the second generation in a kind of family tradition.

"It's been a major passion throughout my life. My father was a landscape architect, so if we were on holidays with Dad, we were always visiting a landscape somewhere or looking at trees along the way, playing 'I spy' in the car to learn to identify plants. So, horticulture was always there in some form. Even when I was born, my father had a small wholesale nursery at our house," recalled Daniel.

Naturally, Daniel sought to pursue his passion and, being a Kemps Creek local, already knew about Andreasens Green Nurseries. Applying immediately after his HSC, Daniel completed his four-year apprenticeship then took some much-needed time off to travel. Now, at 34 years old, he is production and maintenance manager with 15 years' experience in the industry.

Daniel is now faced with the challenge of attracting new apprentices, but in recent times has met with some difficulty.

"As someone who employs apprentices and young people in the industry, over the last five or so years I've found it increasingly difficult to find young people with a real interest in horticulture, especially those with a view to a long-term career. Often, it's just people at a loose end looking for any kind of job. They think they'll give horticulture a try and it doesn't work out for them," said Daniel.

His effort to improve this situation will involve introducing high-schoolers to the industry through work-experience programs in order that those who are potentially very passionate about horticulture know what's available and can get a head start.

"There's a lot more employment demand in the field these days - I'm having a lot of difficulty filling apprenticeship positions. Often, people with an interest

5/13/2015

Leader Local News

Garden crusader Chantal Tenace wins leadership award | Herald Sun

Herald Sun

Leader

North West

Garden crusader Chantal Tenace wins leadership award

- by: Neelima Choahan
- From: Hume Leader
- April 10, 2015 12:00AM

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Chantal Tenace in the community garden she created. Picture: Kris Reichl
Source: News Corp Australia

GARDEN guru Chantal Tenace is on a warpath to get more people to eat fresh food.

And it is for spreading this message that the horticulturist consultant was named the Heather Rumsey Young Leader of the Year at the national **Nursery and Garden Awards** (http://www.ngia.com.au/Category?Action=View&Category_id=329).

<http://www.heraldsun.com.au/leader/north-west/garden-crusader-chantal-tenace-wins-leadership-award/le...>

Ms Tenace, who also works at her family-run nursery Direct Plants in Greenvale, said applying for the Australia-wide awards was a rigorous process with tough competition.

But her efforts at educating the community about the joys of harvesting their own produce won the day.

The 34-year-old's credentials include establishing a community garden in Maribyrnong and gardening classes workshops in Hume.

"(The projects) encouraged people to come in and not only connect with the local community but also learn about the environment and the benefits of gardening," she said.

Future plans include a community farmers' market that would cater to the whole region. Ms Tenace said her love for all things green started while pottering around in her grandparents' garden as a child.

"I come from an Italian family and growing up my grandparents had these amazing gardens that were filled with every vegetable that you could possibly think of," she said.

"They had fruit trees, vegetables and herbs growing everywhere. I learnt all about growing your own produce at a young age."

Ms Tenace said plants not only provided oxygen and food but also formed a basis for healthy living.

"I'd like to think of myself as a modern-day environmentalist," she said.

"Although I understand people's lifestyle is changing and our landscape is changing, I still see the importance for us to have plants and trees."

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July 11, 2015

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Sue White

It took an injury to reveal the joys of a career in horticulture to Chantal Tenace.

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Name: Chantal Tenace

Job: Community consultant at Garden Soiree

My job in a nutshell: I'm a horticulturist who plans, co-ordinates and facilitates events that educate people about the benefits of plants and gardening. Over the past decade the industry has gone through a lot of changes. The younger generation aren't coming through nurseries, so I looked for ways to reintroduce them, and how to re-establish nurseries as community hubs.

How did you start out? Gardening has always been part of my life. Both of my grandfathers were farmers, and both had amazing gardens covered with fruit trees, vegetables and herbs. One grandparent set us up with a shed in the back corner of the garden; it was really hands-on. I was picking apples and apricots, and I loved his pear tree. I'm so grateful for that experience.

I never thought of it as a career. But I had an accident and was in a brace for 12 months. My dad had opened up a garden centre, so I went there to water to keep busy. It was very soothing. I realised it was what I wanted to do.

A great day is: When I see people getting involved in their garden, and involved in the environment we share. Gardening makes people feel welcome and connected; we meet on common ground.

A challenging day is: The biggest challenge is funding. Hosting free community events takes a lot of work, and time and expense goes into it.

I'll never forget: The generosity of all the volunteers who gave up their time to help at an event I recently hosted. That shows me there are so many good people out there.

Most people don't know: There are lots of career paths in the horticulture industry, including ways to work on your career progression and learn and grow.



Horticulturist Chantal Tenace plans, co-ordinates and facilitates educational events.

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Appendix N

MEETING REPORT



MEETING WITH:		NGIA REPRESENTATIVE
Chantal Tenace	Garden Soiree & 2015 Young Leader, VIC	Chris O'Connor
Colin Groom	Domus Nursery & NGIA Director, WA	Matthew Carroll
Daniel Ewings	Garden City Plastics & 2014 Young Leader, NSW	
Gena Campbell	Redcliffe Garden Centre, QLD	
Leon Spratt	Ellenby Tree Farm & 2016 Young Leader Finalist, WA	
Mark Engall	Engalls Nursery, NSW	
Mark Van der Staay	Westland Nurseries, TAS	
Matthew Carroll	HortiGroup & NGIA, NSW	
Nathan Little	Oxley Nursery & 2016 Young Leader Finalist, QLD	
Peter Jong	Jongs Nursery, SA	
Renee Holbrook	Brookfield Garden Centre, QLD	
Ross Hooper	Zanthorea Nursery, WA	
Ryan Weber	Ramm Botanicals, NSW	
Samantha Hall	Greenstead Nursery, SA	
Sarah Peacock	Westland Nurseries & 2013 Young Leader, TAS	
Tessa Munda	McKay Council & 2016 Young Leader Finalist, QLD	
Mario Diacco	Diacco Garden Centre, VIC	
Sam Luke	Balhannah Nurseries, SA	
CC:		DATE AND LOCATION
NGIA Board		1pm - 5pm
		15 Feb 2016 - Adelaide Hilton
SUBJECT:		
2016 National Conference - Future Leaders Forum		

The inaugural industry future leader's forum was held on Monday 15th Feb 2016 in the lead up to the 2016 National Industry Conference. The forum was an opportunity for a selection of industry young leaders to discuss topics of strategic importance within the industry and to contribute their ideas to the current industry leadership. The forum was supported through the levy funded project NY13017 *Nursery Industry Young Leader Development 2014-2015*.

Key topic areas discussed were:

- Promoting our industry as a career of choice.
- Training, education and professional development.
- Industry research and development priorities.
- Industry Structure Review
- Communicating with and engaging industry

Pre reading was disseminated to the participants prior to the forum via dropbox and consisted of the following titles:

1 - Career of Choice

- 1.1 AH02021 2004 - strategy to attract young people to horticulture
- 1.2 Barnaby Joyce Media Release - Choose a career in a growing industry
- 1.3 Bunnings beats master in home war
- 1.4 Green house grower magazine - How to retain motivated young growers
- 1.5 ISHS - Guiding young people into horticulture
- 1.6 RHS - Horticulture matters

2- Training, Education and Professional Development

- 2.1 Industry training
- 2.2 ISHS - Horticulture Industry based training; does it really work
- 2.3 Prof Jim Pratley 2014 Industry Conference presentation
- 2.4 The workforce challenge in horticulture
- 2.5 Where to now for horticulture higher education in Australia

3- R&D priorities

- 3-1 Levy funded R&D project list

4 - Industry Structure Review

- 4-1 NY04010 Fostering and enhancing the best national and state management and IDO structure
- 4-2 NGIA Strategy draft v6.1

5 - Communication

- 5-1 Organisations in Horticulture - Communications

Participants spent the first part of the meeting introducing themselves and providing background upon their current involvement in the industry, how they entered the industry, qualifications and future goals within the industry. Participants were also encouraged to provide their thoughts on where they see the industry in 5 and 10 years' time.

Forum participants were then broken into four groups and commenced discussion on the key topics.

1 - Career of Choice

The first activity focused upon the promotion of the industry as a career of choice. In order to explore this concept participants were asked to conduct a reverse brainstorm activity, asking the question how can we make the situation worse by actively discouraging the industry as a career of choice. The intent of this activity was to provide a new angle to exploring the problem and highlight solution opportunities.

Issues identified as influencing the industry's ability to be a career of choice were:

- Pay and working conditions (awards, penalty rates etc.)
- Career limitations
- Education
- Market influences - value of plants, market split and dominant market players, greenspace investment and exposure
- Legislation - water restrictions, exports/imports, biosecurity, greenspace investment
- Engagement opportunities with primary and secondary schools and career advisors
- Links to technology
- Acknowledgement and achievement opportunities
- Job/task variety

Strong discussion was voiced on needing to refocus on promotion of the industry as a career of choice with targeted campaigns. M Engall noted that the Greenlife careers page should be given an update and put to better use as a portal for industry careers.

C Tenace noted her use of the award as a structured means of providing career advancement opportunities with her business and also as a tool for enabling discussion on career advancement with staff.

Discussion was had on the opportunities on a local scale to engage with schools and provide work experience opportunities. Mixed responses were voiced on this front with some reporting successful engagement and others noting limited progress.

2 - Training, Education and Professional Development

C O'Connor presented to the forum on the current state of training education and professional development within the industry. Of particular note was the decline in enrolments in the specific retail and production nursery horticulture qualification streams with no enrolments at the diploma level courses since 2012. This represents an alarming deficit in the industries available senior technical and management cohort and perhaps an industry willingness to accept a lower qualification (Cert III) as the industry norm without demanding knowledge development in its human capital.

The groups undertook a brainstorming activity to explore the issue in more depth. In order to achieve some cross pollination of ideas the note taker in each group rotated through each of the other groups presenting the ideas previously discussed and then added the ideas of the current group.

R Weber noted the success his company has had in using onsite training delivery for an apprentice cohort using an external training provider. This was supported through an in-house manager who took ownership of stewarding and championing the training of apprentices internally. R Weber noted improved productivity gains as a result of this focus.

Discussion on this noted that nurseries have contributed to this issue through lack of apprentice training opportunities with the suggestion the businesses are shorter term focused. This however must be balanced by the lack of training courses on offer via TAFEs and private RTO's based upon the need to be commercially viable (i.e. Student numbers).

The training hub concept was floated as a means to achieving real world experience and the application of training. This could be based upon an existing production nursery.

D Ewing's noted personal experience in the diploma of horticulture observing that it was possible to complete this qualification with subjects of little relevance to industry. This raised the issue of the "Genuinely qualified" person i.e. is the qualification suitable to industry.

Linking back to the previous topic the concept of traineeships and work placements and awareness of these, was raised as an opportunity to build numbers and provide

potential employees (try before you buy). The suggestion of engaging Bunnings into the retail nursery training concept was noted.

The concept of a national industry registered training organisation was supported, delivery mechanisms would include residential intensive workshops/training complimented by distance learning and practical application of training within the workplace as demonstrated through assignment tasks. To be successful this would require support of internal business champions/mentors as noted earlier by R Weber. The benefits of a concept would include direct industry input into training, improved teacher quality, the generation of critical mass for student numbers to run viable courses and the opportunity for strong cohorts/networks of students from across the county to be developed. Additionally the industry body would be motivated to see the success and quality of such a venture given its inherent interest in industry improvement rather than purely profit generation.

An issue surrounding the appeal of industry related education was raised and links were made to the on-trend nature of urban greening at present. This could be an ideal way of driving attention to the opportunities the industry has and hence drive uptake of new entrants into industry related training.

The industry Certified Nursery Professional program was raised as a means of driving ongoing training and development however its current value proposition was questioned.

3 - R&D priorities

The forum was provided as background reading a synopsis of the levy funded projects undertaken since 2007. Forum participants were asked individually to consider R&D opportunities for investment without restriction considering broad themes to specific topics.

These ideas were then collated and discussed for their merits. The broad idea concepts are listed below.

- Economics of environmental measures
- Reduce environmental impact (Water Waste Energy)
- R&D Extension (IDO, Conferences)
- Chemical Access - minor use permits
- Biosecurity & market access - Greenlife supplier registration
- Next stage of 202020
- Benchmarking urban green space across Australian Cities
- Value of plants - Carbon uptake/ cooling of environment
- Consumer insights into the value of plants
- PR - positive image of horticulture
- Nursery Industry Awards and judging
- Why are students not entering into the industry? Selling the diversity of horticulture to encourage student training
- Broader testing and more accountability for new plant trials
- Logistics & Ecommerce - how to?

Some of the identified areas have been or are being addressed through existing projects for example biosecurity and minor use permits.

4 - Industry Structure Review

The forum in their work groups was asked to consider the structure of its industry association using DeBono's 6 Thinking Hats tool. This tool is a framework which promotes directions for thinking in 6 key areas and is used to ensure that participants are parallel in their discussion areas. The key areas the tool centres on are;

- White - Factual
- Red - Intuition feelings emotion
- Black - Cautions and negatives
- Yellow - Positives and benefits
- Green - Creativity
- Blue - Process control

From the discussion groups the following responses were recorded.

White

- Some states will be non-functioning / non-financial
- What do members want?
- Need to evolve

Red

- Where is the money going? e.g. NSW and SA highlighting their current financial reserves.
- WA happy to join to pool resources
- Not much will change because of lack of consensus
- Good

Black

- Change - if members don't like it we might lose members x2
- If not done we'll slide slowly into irrelevance
- Older generation may struggle to adapt
- loss of jobs
- loss of state control
- Distance
- Double ups
- Loss of training in each state
- Misuse of saved funds
- Equal governance

Yellow

- Want a financially stable organisation
- Service and represent members

- Reduce duplication x 2
- Clearer communication
- Consistency
- Greater efficiency
- Less expense
- More funds
- New culture
- Need more members

Green

- National office with state representatives x 2
- Leave as is
- No national office only states
- Include green industry - join groups together IPPS etc.
- Move national office

The concept of a single national identity was generally supported with caveats on the contribution of existing state body financial reserves - i.e. is it fair and equitable for states bodies to contribute their reserves into a new organisation. Likewise concern over local representation and industry services delivery was highlighted.

Gena Campbell addressed the forum in her capacity as part of the industry structure review committee and elaborated on the process the committee will undertake in exploring this issue over the next 12 months.

5 - Communication

C O'Connor presented on the communication landscape the industry has at present, with focus on the diverse range of organisations currently competing for the industry's time. Given this current communications landscape the forum were asked to take some time to consider how to improve communication delivery and discuss within their groups.

From this discussion the forum highlighted the following considerations;

- Intranet / Electronic boards
- Blog posts
- LinkedIn
- Alert Systems
- Preferred status to accredited members
- Personal memberships/ affiliations.

One issue which was highlighted was the depth of message penetration into an organisation. A suggestion from the forum was that personal memberships may address this by ensuring a greater reach of message into industry through direct messaging.

For further information please direct any enquiries to Chris O'Connor
Email: chris.oconnor@ngia.com.au or phone 02 8861 5110.