



Final Report

Business & Industry Development for the Turf Industry 2013-2017

Richard Stephens
Turf Australia Limited

Project Number: TU13004

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Summary

The Turf Industry R&D Strategic Investment Plan 2012-2017 identified the need for a dedicated turf industry resource to help develop the turf industry and increase the capacity of the industry, generate tailored resources and data and enhance collaboration between research, development, marketing and business management service providers through a levy-funded project.

In 2013, the Business & Industry Development project, TU13004 was initiated with the primary audience being Australia's 250 turf farms. Turf Australia (TA) appointed a Business & Industry Development Manager (BIDM) to manage and implement the program and carry out seven key strategies:

- Turf and Ornamental Sector Engagement
- Research Service Provider Procurement and Engagement
- Coordinating Industry R&D and Marketing Programs
- Developing and Managing Industry Training Programs
- Managing Industry Communications
- Developing and Managing an Industry Leadership Development Program
- Implementing Other Components of the Strategic Investment Plan

The BIDM (Richard Stephens) carried out a wide variety of activities under these seven strategies, including:

- Management, coordination and editorial input into the industry communications program, which together with the operational aspects carried out under Project TU12014 resulted in:
 - Publication and quarterly distribution of the Turf Australia Industry Magazine and *Turf Facts*
 - The *Turf Australia's Growers* Facebook page
 - A fortnightly E-newsletter
 - A regularly updated industry website www.turfaustralia.com.au
- Many industry workshops, seminars and forums
- Convening and management of national industry conferences, field days and NxGen Forums
- Industry collaboration with various 'green industry' organisations and projects
- Support for and collaboration with various turf research providers
- Significant improvements with turf levy compliance and a substantial reduction in the costs involved in collecting the levy
- Strategic input into the turf industry strategic investment plan
- Industry input into a variety of research and development projects
- Compilation of facts and figures and promotion of the many benefits of turf
- Direct engagement with turf growers and turf industry organisations
- Access to and dissemination of international best practices and knowledge throughout the Australian turf industry.

These activities have resulted in increased productivity and production sector profitability through improved business practices and increased awareness of relevant production, R&D, business management and marketing information.

In addition, the BIDM project has contributed to enhanced uptake and adoption of R&D outcomes and compilation and greater use of accurate turf market information by growers. Also, enhanced industry unity and collaboration with a more strategic approach to development based on genuine industry engagement has been achieved, and this project has resulted in a significant increase in turf levy compliance and a significant reduction in turf levy collection costs.

Keywords

Turf, Turf Industry, industry development, extension, research, collaboration, Turf Australia, growers.

Introduction

The Australian Turf Industry R&D Strategic Investment Plan (SIP) 2012-2017 was created with considerable turf industry input which provided a reliable and strategic approach to increasing the productivity, farm gate profitability and global competitiveness of the turf industry.

The Turf SIP 2012-2017 defined a budget for an initiative to develop the turf industry by increasing the capacity of the industry, generating tailored resources and data and enhance collaboration between research, development, marketing and business management service providers.



A project proposal from Turf Australia was requested by Hort Innovation (previously known as Horticulture Australia Limited). At the time, Turf Australia was delivering a national capacity building project, TU09028. Before completion of the TU09028 project, Hort Innovation, in conjunction with Launch Recruitment and Turf Australia, conducted an open and merit based recruitment process for the Turf Australia Business & Industry Development Manager (BIDM) position in 2013. The position was advertised in April 2013 and interviews were conducted in May 2013. The result was the appointment of Richard Stephens to the position.

Following the recruitment process, the Business & Industry Development Management project for the Turf Industry 2012-2017 project, TU13004 was contracted to Turf Australia. The business and industry development needs of the turf industry were to be undertaken by Richard Stephens working in a full-time capacity.

During the first half of the project, key Horticulture Australia Limited (HAL) staff meet regularly (IE monthly or bi monthly with the BIDM, known as 'Work in Progress' meetings. In addition, the BIDM was an ex-officio member of the then Industry Advisory Committee (IAC). The IAC was given detailed performance information on all turf levy and voluntary contribution projects and IAC was given the responsibility of ensuring the SIP was being effectively and efficiently implemented.

During the second half of this project, Hort Innovation dissolved the previous IAC structure and processes and over time developed a new industry advisory process, known as the Strategic Investment Advisory Panel (SIAP). This new SIAP process did not directly involve the BIDM.

Methodology

Following the appointment of Richard Stephens to the position, the project operated with Annual Operating Plans, developed and approved in conjunction with the Turf Australia Board and Turf Industry Assessment Committee (IAC) and aligned with outcomes identified in the Turf Industry Strategic Investment Plan 2012-2017.

The final project Annual Operating Plan for 2016/17 is contained in Appendix 1.

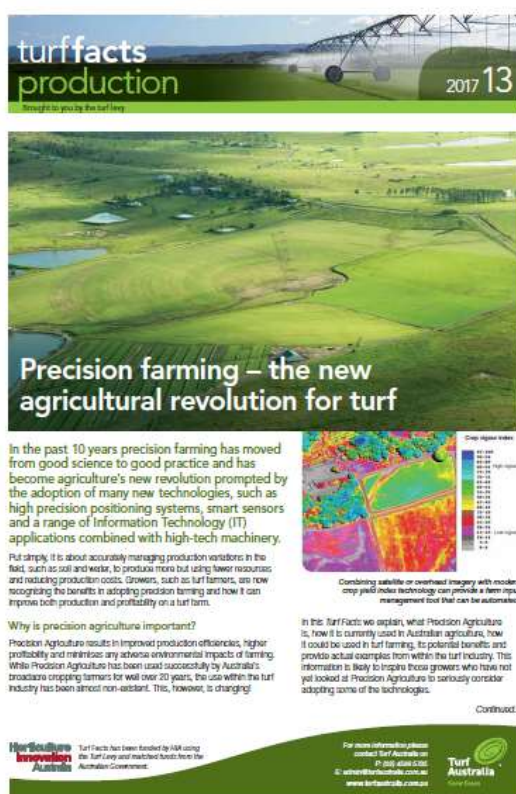
The BIDM Annual Operating Plans were detailed and covered a wide variety and a large number of strategies and activities, including:

- **Turf & green sector engagement initiatives:**
 - Regular liaison with various Hort Innovation staff to help increase their understanding of the turf industry
 - Regular input into Voice of Horticulture activities, ensuring turf industry recognition within horticulture
 - Liaison with STA (State & National) AGCSA, PLA (State & National) & Nursery (NGIA) to enable green sector collaboration
 - Liaison with Turf Industry Groups and PBR holders (such as LSA & Ozbreed) to enable industry collaboration & cooperation
 - Constant collaboration with the State Turf Industry bodies to help ensure a national, unified turf industry
 - International networking with Turf Producers International to enable sharing of information and world's best turf practices



- **Industry training initiatives developed and managed by the BIDM:**
 - Development of a national turf farm profitability workshop program involving David Staughton in 2014 and Kevin Kosky in 2015
 - Ensuring national workshops and webinars based on the Turf Cost of Production Calculator project, TU13005 (2013 to 2015)
 - Convening national conferences and field days as well as State Forums covering a wide variety of topics and demonstrations (2013 to 2017)

- **Research & service provider engagement initiatives:**
 - The Turf Cost of Production Calculator project TU13005 - collaboration with Rural Directions (2014 to 2016)
 - Soil erosion research and developing an Australian Standard for turf as an erosion control measure - collaboration with Bioscience Australia & GED Advisory – TU13034 (2013 to 2017)
 - Compilation of detailed and generic turf statistics - collaboration with Western Research Institute and Fresh Logic (2016 & 2017)
 - Turf industry communications - collaboration with Agrihort Communications and Naturally Resourceful (2013 to 2017) Turf Industry Environmental Assessment project - cooperation with Info Tech Research (2017)
 - Turfgrass research - cooperation with University of WA, Queensland University & the International Turfgrass Research Institute (2013 to 2016)
- **BIDM R&D and marketing coordination initiatives:**
 - Development of a new turf industry Strategic Investment Plan - collaboration with Pat Abraham, Key-Link Solutions (2016 & 2017)
 - National turf marketing program, cooperation with Impact Consulting, Sprout Research & Bite Communications (2013-2016)
 - Writing and submission of various funding applications, including Industry Development Services in NSW, QLD, VIC & WA, as well as NxGen Forums, Conferences, Field Days, Seminars & study tours (2013-2017)
 - Perfect Patch and Perfect Pitch of Green initiative, collaboration with Landcare Australia to promote turf at schools (2013 to 2015)
 - Coordination with Hort Innovation in organising annual levy payer meetings (2013 to 2015)
 - Collaboration with the Strategic Investment Advisory Committee to ensure effective industry R&D and marketing investments (2013 to 2015)



- **Management of industry communications:**

- Determining stories for and managing the Quarterly Turf Australia Industry Magazine production processes (2013 to 2017)
- Determining topics and managing the *Turf Facts* production processes (2014 to 2017)
- Determining articles and managing the fortnightly E-newsletters production processes (2013 to 2017)
- Revising the Turf Australia website and ensuring its upkeep and maintenance (2013 to 2017)
- Providing regular articles and information to other publications such as TurfCraft and the Australian Turfgrass Journal (2013 to 2017)

- **Industry leadership initiatives developed and managed by the BIDM:**

- Providing leadership and support to the State Turf Associations (2013 to 2017)
- Convening the annual NxGen Forums (2013 to 2017)
- Coordinating the Annual Future Leaders program (2013 to 2015)
- Promoting and encouraging uptake within the turf industry of other leadership development programs, such as Nuffield Scholarships and the Green Leaders Development Program (2014 to 2017)
- Providing leadership and support to Turf Australia (2013 to 2017)

OPEN TO YOUNGER TURF PRODUCERS (40 & UNDER)




program
 Sun 30 April – Tues 2 May 2017 • Canberra ACT

FORUM & TOURS

| Date/Time | Activity | Date/Time | Activity |
|------------------------|---|---|----------|
| Sunday 30 April | | | |
| Afternoon/Evening | Delegates arrive at hotel QT Canberra 1 London Circuit, Canberra ACT 2601 P: 02 6247 6244 | Tuesday 2 May 7.30am Breakfast 8.30am Bus departs hotel for Parliament House 8.45am Parliament House Gardens Tour with Curator Paul Janssens 10.00am Royal Canberra Golf Club with Superintendent Ben Grylls 11.00am The United Story with Centurf's Manager Andy Middleton 12.30pm Lunch at Centurf 1.45pm National War Memorial tour 3.30pm Bus departs National War Memorial and returns to QT Canberra and/or airport | |
| 6.00pm | Welcome Dinner QT Canberra Bar | | |
| Monday 1 May | | | |
| 7.30am | Breakfast | | |
| 8.30am | Michael Stephens Turf Australia Welcome | | |
| 8.45am | Steve Adamson Lawn Solutions Australia Farm health & safety - it's more important than you think | | |
| 9.15am | Graef Thomas Nuturf Using the best agronomic management to create turf efficiency | | |
| 9.45am | AD Nguyen The Right Mind International Pty Ltd Growing Green Industry Leaders | | |
| 10.15am | Morning Tea | | |
| 10.35am | James Greenhalgh Resilient Leaders Foundation Fortifying the optimal performance from your staff | | |
| 11.15am | Michelle Dickson Sports Turf Research Institute Do you know all the turf diseases? | | |
| 11.45am | Pavel Spence Greenway Turf Solutions Turf Farm Management | | |
| 12.30pm | Leave hotel and travel to Paintball Sports | | |
| 1.00pm | Lunch at Paintball Sports | | |
| 1.45pm | Team Building Activity - Paintball Sports | | |
| 4.15pm | Return to QT Canberra | | |
| 4.30pm – 8.00pm | Free Time | | |
| 8.30pm | Form Dinner QT Canberra, Capital Bar & Grill | | |
| 7.30pm | Dinner Speaker | | |





PLATINUM SPONSOR



SILVER SPONSORS




GOLD SPONSOR





venue and cost details

venue: QT Canberra, ACT

when: Sun 30 April – Tues 2 May 2017

FLY BY: QT Canberra airport Sunday 30 April - allow 15 minutes to QT Canberra.
FLY OUT: QT Canberra Airport after 8.00pm Tuesday 2 May

cost: See details in Registration Form

- **Various strategic investment plan initiatives implemented by the BIDM:**

- Collaboration with the department of Agriculture resulting in a significant improvement in registered levy payers and a reduction in levy collection costs (2013 to 2017)
- Working with Hort Innovation and several contracted service providers to research herbicide resistance issues in turf and collect information for minor use permits (2014 to 2016)
- Promoting the many benefits and value of turf to specifiers such as councils, landscapers, landscape architects, urban planners, property developers, etc, at various forums (2015 to 2017)



Turf Growers allocate their turf chemical priorities at the Turf NSW advanced turf chemical workshop, Richmond NSW.

Annual operating plans were reviewed six-monthly during the project period and Richard Stephens held the position of BIDM for the entirety of the project and during the that time has successfully achieved all the planned outputs for the project.

NOTE – This project provided 100% funding for the BIDM. The BIDM had a large variety of roles and input into many other projects. Generally speaking, the other projects provided operational funding while the BIDM project provided coordination, management, governance and some operational input into these other projects. Together, the large number of projects provided significant benefits to the turf industry, see below for more detail.

Outputs

Summary of BIDM Activities

In summary, the BIDM project has enabled the turf industry to benefit from a large variety of activities. This included direct BIDM engagement with a total of 1470 participants at a diverse range of industry training and extension events which were either organised by and/or specific presentations were made by the BIDM:

- 559 participants at national Turf Australia Conferences and Field Days in 2013, 2014, 2015 and 2017
- 140 participants at four state based forums in 2016
- 236 participants at NxGen Forums in 2013, 2014, 2015, 2016 and 2017
- 195 participants at state based turf farm profitability and telephone sales training workshops in 2014, 2015 and 2016
- 340 participants at variety of other industry events such as state based field days and R&D forums

In addition, the BIDM designed, managed and implemented the turf industry communication program from 2012 to 2017. The BIDM provided not only management and coordination services, he also provided significant operational input into all program aspects and industry communication outputs, including:

- 108 E-newsletters
- 19 quarterly magazines
- 13 *Turf Facts*
- An updated Turf Australia website, attracting 14,871 more visits in 2016/17 over 2015/16
- 159 actively engaged industry Facebook followers.

Also, the BIDM designed, wrote and submitted 15 successful Hort Innovation project funding applications and successfully managed the implementation of these projects. Collectively, the budget for these projects was \$3,292,093 and the BIDM submitted 75 satisfactory project milestone reports since 2012 and a further nine final reports, three of which are currently being assessed by Hort Innovation.

The BIDM initiated and implemented a highly successful levy compliance & reduced levy collection cost initiative (as identified in the Turf SIP 2012-2017) which resulted in a more than 30% reduction in turf levy collection costs and identification of 58 potential non-turf levy payers. The Department of Agriculture - Levies applauded this initiative said they would like other industries to undertake similar strategies in relation to improving their levy collections.

The BIDM also had significant input in to a variety of other Research & Development projects, including the Turf Cost Calculator (TU13003) and various turf as an erosion control measure projects (TU13034, TU13027 & TU12022), all of which continue to provide long lasting benefits to the Australian turf industry.

Recently, the BIDM has written and submitted four funding application for 2017/18 and beyond, being:

- TU16002 – National Market Development program requesting \$962,020 from Hort Innovation plus \$95,560 in-kind
- TU16004 – National Market Development program requesting \$357,984 from Hort Innovation plus \$36,560 in-kind
- TU16003 – Crisis Management for the turf industry requesting \$39,470 from Hort Innovation plus \$18,000 in-kind
- Turf Industry Grass Roots Leadership Development Program requesting \$178,000 from the Federal Department of Agriculture.

Outputs of this project were specified in annual operating plans developed by the Business Industry Development Manager in line with the project output requirements. Each plan ensured relevant outputs and outcomes were achieved in line with the consistent and/or changing needs of the turf industry.

The business & industry development strategies from which the Annual Operating Plan are derived from were:

- Turf and Ornamental Sector Engagement
- Research Service Provider Procurement and Engagement
- Coordinating Industry R&D and Marketing Programs
- Developing and Managing Industry Training Programs
- Managing Industry Communications
- Developing and Managing an Industry Leadership Development Program
- Implementing Other Components of the Strategic Investment Plan.

These outputs included, and were not limited to, the following regularly achieved output activities:

As part of the BIDM role, Richard was required to create, implement, oversee and participate in a large range of initiatives and activities to ensure the successful extension of R&D, business management and marketing information the entire Australian turf sector. This included, but not limited to:

- Workshops, field days, conferences, teleconferences, seminars and extension activities
- Collaboration and information sharing between stakeholders, partner industries, Hort Innovation and the Australian Government.
- Promotion of the Australian Turf Industry at relevant industry events, conferences and seminars
- Writing applications for funding for R&D and/or marketing activities
- Coordination of Turf Industry development and/or communication activities
- Creation and maintenance of a professional relationship with international turf grower bodies
- Input into the strategic planning and investment processes for the turf industry
- Development and management of various industry training and education programs
- Convening of national conferences, field days, forums and seminars
- Coordination and management of the turf industry communication program, including a highly valued quarterly magazine, fortnightly E-newsletters, a turf grower social media program, a continually updated website and regular input into a range of additional industry communication mediums, such as TurfCraft and the Turf Grass Journal, to further inform and reinforce key industry development information.
- Development of a 'Young Worker Exchange' program.
- A significant increase in levy compliance within the turf industry along with a substantial drop in the levy collection costs.
- Input into a successful multimillion dollar 'Green Cities' program, ensuring turf is featured within.
- Collaboration and engagement was undertaken with: Hort Innovation; The Voice of Horticulture (VoH); the Sports Turf Associations (STAs) - State and National; Australian Golf Course Superintendents Association (AGCSA); Nursery & Garden Industry Associations (NGIAs) – State and National; Parks & Leisure Associations (PLAs) – State and National; State Turf Industry Associations; Turf Producers International (TPI); Turf Grower organisations; Various R&D and marketing service providers to the turf industry.

Other notable project outputs during the operating period include:

2013/2014:

- The BIDM worked with the Hort Innovation appointed communications consultant to finalise and then implement the industry communication plan.
- Roll out of the 2013 Perfect Patch of Green program with Landcare Australia and 2014 program, Perfect Pitch of Green.
- The BIDM convened and successfully completed the final report for the 2013 Industry Conference & Field Day, which involved:
 - 110 participants,
 - 31 sponsor/exhibitors
 - 12 highly regarded presentations
 - Active field day
- Successful HAL funding applications for six industry development & communication projects, including NxGen, International networking & NSW Turf IDO, and input into another eight HAL funding proposals
- Organisation of a professionally facilitated Industry Strategic Planning day for TA and State Bodies, resulting in the development of a succinct 'Statement of Purpose' (see appendix 2).
- Successful HAL funding applications for and participation in the Turf Producers International (TPI) 2014 Midwinter Conference and Field Day Study Tour (TU13706) and Industry Development Services in Queensland, Victoria and WA (TU13028, TU13019 & TU14002) and input into several other funding proposals.
- In conjunction with the Turf IAC, a thorough review of the of the Strategic Investment Plan (SIP)
- In conjunction with the Turf IAC, develop and contract a herbicide resistance management strategy and minor use permits screen trial project
- Meeting with DAFF Levies and initiating a levy compliance and collection cost minimisation program. This involved compiling an Australia wide contact list for 465 Turf Growers and posting to them an eight page levy benefits fact sheet (*Turf Facts*).
- Set up of BIDM Offices at Richmond, NSW
- Convening a successful NxGen Forum in Windsor, May 2014, which attracted almost 50 delegates and presenters (for more information, see final report for project TU12020).
- Convening a successful 2014 Future Leader program and selection of a recipient, Adam Thornton (for more information, see final report for project TU11706).
- Writing and publication of a Turf Australia Partnership Prospectus, (see appendix 3).
- Successful implementation, in conjunction with Rural Directions and the project team, of the Turf Cost of Production Calculator project (TU13003). A copy of the Turf Cost Calculator is available from the Turf Australia office, email admin@turfaustralia.com.au



Dave Staughton delivering turf business profitability training at Challenger TAFE, WA

- Initiation of a “Turf Farm Profitability” seminar series. The limiting factor of the turf industry is a lack of understanding by growers of the key business profitability drivers. As a result, the BIDM assessed various possible presenters on the topic and eventually determined Dave Straughton would be an appropriate presenter at workshops to be held in Sydney, Brisbane and Perth. For more information, please refer to the Turf Australia Industry Magazine, Winter 2014, pages 30-31 and Spring 2014, page 25.

2014/15:

- Finalising HAL funding support and project initiation for State based Industry Development Services in QLD, VIC and WA (TU13028, TU13019 & TU14002), Industry Development Services in NSW (TU12024) was already in operation, and providing leadership and support of State based Industry Development Services, then successfully requesting an extension to NSW and WA Industry Development projects from June to November 2015.
- Facilitating face to face meetings of the Boards from TA and Nursery & Garden Industry Australia (NGIA) with the aim ensure collaboration of R&D and Marketing in the ‘Living Green’ sector
- Maintaining contact with Turf Producers International (TPI), resulting in a request to present information on the cost of turf production at the TPI Educational Conference and Field Day, February 2015, discussion on exchanging Intellectual Property with TPI, and invitation to speak at 2016 TPI conference.
- In conjunction with HAL, coordinating and supporting a competent and professional Industry Advisory Committee (IAC) up till 1 November 2014, resulting in the strategic development of the turf industry
- Ongoing liaison with Turf R&D Providers, including, Eurofins Agrisearch, GED Advisory, BioScience Australia, University of WA, University of Queensland, and Rural Directions – helping them to develop and apply for a project extension for the Cost of Production Calculator project (TU13003)
- Working with HAL in the continued roll out of the 2014 Marketing program, including ensuring industry engagement with the ‘Perfect Pitch of Green’ program



**Turf Australia Website Home Page, showing the new Area Cost Calculator (left)
The 2014 Winter Turf Australia Industry Magazine (right)**

- Convening the 2014 Annual Industry Conference & Field Day, August 2014 (operational aspects of which are funded through TU12703) which, based on the feedback received, provided significant outcomes to the turf industry with 198 participants and, in particular, the feedback received for the Key Note Speaker, Steven Bowman, was extraordinarily positive
- Development & implementation of a national "Turf Farm Business Profitability" seminar series.
- Using regular turf retail price surveys to improve industry profitability and sustainability. Significant positive change in turf prices in major markets can be attributed to the "Turf Farm Business Profitability" seminar series
- Implementation of 'Understanding turf levies and their investment in the R&D program' activities as detailed including engagement of Richard de Vos, de Vos consulting, to increase grower awareness and engagement in turf levy for greater grower participating and payment of levy funds and implementing outcomes/recommendations.
- Convening a successful 2015 NxGen Forum, 10-12 May 2015, with over 50 participants and receiving delegate feedback saying it was the best NxGen Forum ever (for more information, see final report for project TU12020).



Feedback from the 2015 Turf Australia NxGen Forum, May 2015, indicated it was the best NxGen Forum ever.

- Gaining Turf Australia sponsorship for and partnership in the Landscape NSW & ACT (LNA) Landscape Forum, 25-26 June, 2015, at Terry Hills, NSW.
- Presentation at Canadian Turf Growers AGM via Skype in March 2015.
- Input into the turf industry communication plan formal and independent review.
- Continual development of the "Turf Farm Business Profitability" seminar series resulting in the development of "Turf Sales" training program which will be initiated in August 2015.
- Participation in various HIA meetings, including the Horticulture Forum at Parliament House, Canberra, 19 March, and Turf Grower Advisory Meeting, 13 May, as well as active participation in the formation of the new Research & Development Corporation (RDC) for horticulture.
- Initiated a dedicated levy compliance & reduced levy collection cost project (as identified in the Turf SIP) which has resulted in the identification of 69 Turf growers in Australia not previously known to DoA - Levies.



Some of the Australian Turf Industry representatives attending the 2015 TPI Educational Conference & Field, California. As recognised in the Turf SIP, and as turf is not a major export product, the Australian turf industry benefits greatly from international networking.

2015/2016

- Convening a successful 2015 Turf Australia Conference & Field Day, 27-29 August 2015, with 159 participants, and receiving very positive delegate feedback (please refer to project TU12703 final report for more detail).



Federal senator Richard Colbeck formally opened the 2015 Turf Australia Conference & Field Day.

- Securing continued funding for the WA and NSW Industry Development Projects from HIA till May 2016.
- Facilitating continuing discussions between TA and Nursery & Garden Industry Australia (NGIA) enabling collaboration on R&D and Marketing initiatives in the 'Living Green' sector.

- In line with the international collaboration component of the Turf SIP, continued contact and networking with TPI and the Canadian Turf Growers Association. One outcome from this collaboration was being able to secure an international key note speaker, Associate Professor Dr Kevin Kenworthy for the 2015 Turf Australia Conference & Field at a minimal cost.
- Development of the 'Turf Hall of Fame' industry recognition program, launched at the 2015 Conference.
- Initial development of a Turf Industry 'Youth Exchange Program'.
- Providing industry wide access to a privately funded, comprehensive and national secret turf shopper information.
- Input into the HIA commissioned turf industry development independent review.
- Engagement with BASF in the release and update of an Australianised video promoting the benefits of turf grass. A copy of the video is available from the Turf Australia office, email admin@turfaustralia.com.au
- Continued implementation of the "Turf Farm Business Profitability" seminar series resulting in the development and successful delivery of "Turf Sales" training workshops at four different locations across Australia.
- Participation in various HIA and Voice of Horticulture (VoH) meetings, including their AGMs and a Turf Grower Advisory Meeting, on 1 December 2015.
- Implementation of a highly successful levy compliance & reduced levy collection cost project (as identified in the Turf SIP).
- Continued collaboration and engagement with Western Sydney & Macquarie Universities in the preparation and submission to HIA of a multimillion dollar Green Cities Fund proposal.
- Collaboration with PLAs, State and National, to promote the many benefits of natural turf to local councils, town planners, landscape architects, urban designers, park and garden owner/operators, etc.



- Creating the 2016 NxGen program and convening the forum held in WA August 2016, also see project TU15002.
- Collaborating and engaging with:
 - Hort Innovation, including assisting with increasing the number turf growers on the Turf Strategic Investment Advisory Panel (SIAP), finalising SIAP meeting agendas, meeting with and providing background information to SIAP members as well as regular meetings with John Vatikiotis and advice to HIA on R&D and Marketing investments

- Pat Abraham from Key-Link Solutions who was appointed by HIA to develop a new Strategic Investment Plan (SIP) for the turf industry
- Martin Kneebone from Fresh Logic who was appointed by HIA to compile the Horticulture Industry Statistics
- Standards Australia and GED Consultancy to help develop the Australian Standard for the use of turf as an erosion and sediment control agent
- NGIAs, State and National, to develop joint 'Green Industry' initiatives and exhibiting at the Spring NGINA Trade Day on 20 September
- PLAs, State and National, including a presentation at a PLA North Queensland Forum on 21 September, to promote the many benefits of natural turf to local councils, town planners, landscape architects, urban designers, park and garden owner/operators, etc
- State Turf Industry Associations to ensure coordination in the delivery of consistently professional and national industry development services, also see projects TU13028, TU13029, TU11015 & TU12024

**NEW SOUTH WALES TURF GROWERS
STATE FORUM**
Tuesday
16th Aug 2016

Improving your productivity & profitability

Afternoon Forum, Networking Drinks & Dinner
Venue: Oakville House, 213 Old Stock Route Rd, Oakville

Program

| Time | Topic | Speaker |
|---------|--|---|
| 12.30pm | Arrival and light lunch | |
| 1.00pm | Welcome | Anthony Muscat (TA Immediate Past President) |
| 1.05pm | How turf growers can generate more business through social media | Cynthia Mahoney (Director, Cynthia Mahoney and Associates) |
| 1.50pm | Using your accountant and your taxation figures to improve your profitability | Greg Sharpe (Director SD Accounting) |
| 2.35pm | Tee & Coffee | |
| 3.00pm | Final results from the NSW Turf Nutrition Program | Mick Batten (AgEnviro Solutions) |
| 3.30pm | How the turf levy is being used to make turf farming more profitable | John Lloyd (CEO, Horticulture Innovation Australia) |
| 4.00pm | Interactive Workshop Your top five issues for industry research and development | Pat Abraham (Key Link Solutions) |
| 4.30pm | Interactive Workshop Generating more business by better understanding how to identify and influence different personalities | Cynthia Mahoney (Director, Cynthia Mahoney and Associates) |
| 5.30pm | Networking Drinks | |
| 6.30pm | Dinner | |
| 8.30pm | Close | |



Turf Australia
Grow Green



Horticulture Innovation Australia

Turf Australia would like to thank the following for their support:

PLATINUM SPONSOR:



SPECIALISTS PROVIDING SOLUTIONS

SILVER SPONSOR:



EXHIBITORS:






Anthony Muscat



Cynthia Mahoney



Greg Sharpe



Mick Batten



John Lloyd



Pat Abraham

To register: • Go online: www.turfaustralia.com.au
• E: admin@turfaustralia.com.au
• T: Turf Australia (02) 4588 5735

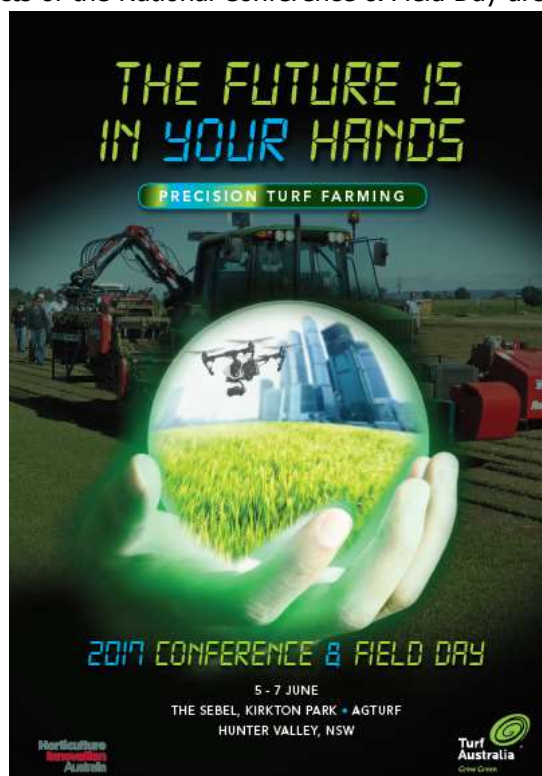
For more information contact Rachel Layt:
rachel@turfaustralia.com.au
Mobile: 0438 883 754

STATE BASED FORUM NSW

- Input into the new strategic planning and investment processes for the turf industry. Pat Abraham, from Key-Link Solutions, has been allocated by HIA to facilitate the development of a new turf industry strategic plan to following from the current plan which ends in 2017.
- Convening the national program of 'State Forums', also see project TU15700. Topics covered at the four State Forums held in QLD on 27 July, NSW on 16 August, WA on 31 August and VIC on 14 September.
- As requested by Hort Innovaton, inputting into the new strategic planning and investment processes for the turf industry.
- Close liaison with the Department of Agriculture – Levies resulting in a continual increase in levy compliance within the turf industry along with a substantial drop in the levy collection costs.

First 6 months of 2017

- Finalisation of the WA Industry Development Project (TU11015) final report
- In line with the international collaboration component of the Turf SIP, continued collaboration with Turf Producers International (TPI) including participation at the 50th TPI Educational Conference & Field Day, Tampa Florida February 2017.
- Continued management and coordination of the industry communications program and developing the 'USB stick' with all industry communications outputs on it. For more information, please refer to TU12014 final report.
- Input into the turf industry statistics project TU16001 being conducted by Western Research Institute (WRI). The outputs from this project are yet to be released.
- Input into the final stage of creating an Australian Standard for turf as an erosion control measure. The standard is currently in the process of publication by Standards Australia.
- Input into the Green Leaders program (project MT16002) in conjunction with The Right Mind
- Development of an industry crisis management plan and concept proposal in response to the identification of *Clostridium difficile* in freshly laid turf in WA (see appendix 4).
- Convening of the 2017 NxGen Forum, held in Canberra 30 April to 2 May, also see project TU15002.
- Convening of the 2017 National Conference & Field Day, held in the NSW Hunter Valley, June 3-5, 2017. Operational aspects of the National Conference & Field Day are covered by project TU15700.



- Writing and submission of three Hort Innovation project tenders, covering Market Development, communications and crisis management
- Writing and submission of a leadership program proposal to the Federal Department of Agriculture
- Continuation of the Turf Industry 'Hall of Fame' awards
- The writing of the Industry Communications Project (TU12014) final report was undertaken by the BIDM.

Outcomes

- Raised grower and overall production sector profitability through improved business practices and increased awareness of R&D and national marketing initiatives. Please refer to the detail contained in the independent review of the turf industry development program conducted by Scott Williams Consulting Pty Ltd & Miracle Dog Pty Ltd and completed in November 2015, project TU15001.
- Maximised positive perceptions of turf and the turf industry through professional and effective industry communications. Please refer to the detail contained in the independent review of the turf industry communications program was conducted by Naturally Resourceful, completed in July 2015.
- Enhanced uptake and adoption of R&D outcomes. Please refer to the detail contained in the independent review of the turf industry development program conducted by Scott Williams Consulting Pty Ltd & Miracle Dog Pty Ltd and completed in November 2015, project TU15001.
- Support for the image and choice of turf through sound communication about its environmental benefits
- Compilation and use of accurate turf market information to inform individual growers and the strategic development of the industry
- Increased industry unity and collaboration. Please refer to the detail contained in the independent review of the turf industry development program conducted by Scott Williams Consulting Pty Ltd & Miracle Dog Pty Ltd and completed in November 2015, project TU15001, and the detail contained in the independent review of the turf industry communications program was conducted by Naturally Resourceful, completed in July 2015.
- Improved and more targeted R&D and marketing service provision
- Reward and recognition for industry professionalism and its strategic development through the creation of the Turf Industry 'Hall of Fame' awards. There are now a total of seven turf industry 'Hall of Fame' recipients.
- Identification and exploration of new turf market opportunities, including the turf market for erosion and sediment control purposes. The potential for turf to play a significant role in saving The Great Barrier Reef from mainland runoff issues has been identified and once the Australian Standard for the use of turf to control erosion is published, this will be further promoted.
- Supporting the industry's development through good leadership, networking and the collection and use of essential industry data
- Providing capacity to respond to industry biosecurity issues if/as they arise
- Increased levels of turf levy compliance and a significant reduction in turf levy collection costs.

Evaluation and discussion

In 2014, Richard de Vos was contracted by Hort Innovation to review the effectiveness of how the Turf SIP was being implemented. The IAC was involved in this review and the outcome was that the SIP strategies were still appropriate and were being implemented in an effective and efficient way. As the BIDM was responsible for implementing the majority of the SIP objectives, this verified the BIDM project was delivering strategic outcomes for industry.

An independent review of the turf industry development program was conducted by Scott Williams Consulting Pty Ltd & Miracle Dog Pty Ltd and completed in November 2015. The result of this review was:

"While there are aspects of the 'Business and Industry Development for the Turf Industry 2013-2017' project that could be refined, the overarching finding of this report is that the project (and the broader industry development program including the state-based projects) is providing benefits to industry and should continue."

Scott Williams, from Scott Williams Consulting, and Russel Pattinson, from Miracle Dog, went on to say at the Interim Turf Grower Panel meeting held in December 2015 that "Overwhelmingly, the Business & Industry Development Manager along with the State based Industry Development Officer projects are highly regarded by turf growers within the industry".

In addition, Scott Williams and Russell Pattinson said that "High levels of practice change in the industry was also acknowledged". They were able to determine this because interviews were conducted with 18 key stakeholders along with an electronic industry development survey that attracted more than 100 responses. Scott went on to say that given the relative small size of the turf industry (240 growers according to the Australian Bureau of Statistics) this response rate is outstanding and, in itself, reflects an extremely high level of industry engagement no doubt as a result of the Turf Industry Development and Communications programs.

In 2016 and 2017, Pat Abraham from Keylink Solutions was contracted by Hort Innovation to develop the Turf Industry Strategic Investment Plan (SIP) 2017-2021 and industry engagement and extension was rated by industry members as the most important strategic priority for levy investment.

At the Turf Australia State Forums held in 2016, Pat workshopped the strategic investment priorities for the turf industry. This included "what is currently working well" and what new activities do we need to do. The existing Business and industry development programs were widely recognised as providing valuable services to the industry and given the highest priority for continued levy funding.

As part of the development of the Turf SIP 2017-2021, a planning meeting, known as the *A Meeting of the Turf Minds*, was held at the Hort Innovation Offices in Sydney on October 24, 2016. Facilitated by Pat Abraham from KeyLink Solutions, Turf growers from across Australia, along with key industry stakeholders, reviewed the key messages obtained from the Strategic Investment Planning sessions held at the four Turf Australia State Forums in 2016.

The *Meeting of the Turf Minds* identified six Research and Development (R&D) outcomes along with a marketing outcome for levy funding. The most important R&D Outcome identified was to invest in industry extension and engagement with the aim to increase the current level of engagement by turf growers in industry activities that have or are to be funded through the turf levy. Effective turf industry communication, which is effectively a component of industry extension and engagement, was also determined to be of very high importance.

All key extension and engagement activities carried out by the BIDM involved formal and informal feedback processes. Summaries of this feedback is provided in previous milestone reports for this project and in the milestone reports for the Industry Conference & Field Day (TU15700) and NxGen Forum (TU15002) projects.

This project has experienced two very different phases. During the first half of the project, key HAL staff meet regularly with the BIDM and there was genuine collaboration and cooperation. Also, as the BIDM was an ex-officio member of the IAC, the IAC was provided with detailed performance information on all turf levy and voluntary contribution projects and the IAC had the responsibility of ensuring the SIP was being effectively

and efficiently implemented, the BIDM was very effective at helping ensure the efficient implementation of the SIP.

During the second half of this project, Hort Innovation dissolved the previous IAC structure and processes and over time developed a new industry advisory process, known as the Strategic Investment Advisory Panel (SIAP). As this new SIAP process did not directly involve the BIDM and the level of collaboration and genuine engagement between Hort Innovation and Peak Industry Bodies was reduced, the ability of the BIDM to ensure implementation of the SIP was reduced.



The 2014 Turf Industry Conference & Field Day, August 2014

Recommendations

The positive independent reviews of this project and the high priority allocated to industry extension and engagement services in the Turf SIP for 2017-2021 verify the importance of ongoing tailored, trusted and independent business and industry development services for the turf industry.

A National Market Development Program is required. Such a program should aim to increase the value of turf as perceived by turf growers, industry stakeholders, key influences, consumers and the community. This could be achieved by creating an army of advocates to promote the value and many benefits of turf.

A strategic and multi-pronged approach could be used to disseminate market research & research findings to turf farmers, industry stakeholders, the turf maintenance sector and key influences. A mix of proven strategies could include:

- **Facilitation** (helping multiple growers to define their goals, learn & improve);
- **Technological adoption** (Developing, adapting a specific technology, management practice or decision support system);
- **Training** (specific training events, including workshops, seminars, field trips, etc);
- **Information** (broad ranging, industry wide communication vehicles such as websites, newsletters, magazines, conferences);
- **Consultant/mentor** (working overtime with an individual or group to improve managerial, technological, social or environmental situation. Includes leadership development).

The first three outcomes from the Turf Industry Strategic Investment Plan 2017-2021 are:

Outcome 1: Turf revenue has increased by 5% pa plus CPI from targeted marketing programs

Outcome 2: Improved strategic decision making by turf growers from increased knowledge of industry data and consumer insights

Outcome 3: Improved farm practices and profitability from increased awareness and adoption of turf R&D

Implementing a turf industry driven National Market Development Program will contribute to achieving outcomes one, two and three of the Turf Industry Strategic Investment Plan 2017-2021.

Intellectual property/commercialisation

No commercial IP generated

Acknowledgements

The turf industry has been very lucky to attract the following competent and enthusiastic personnel:

Rachel Layt – Turf Australia Marketing & Event Coordinator
Katie Fisher – Turf Australia Communications & Managing Editor
Liz Mecham – Turf Australia Journalist
Grant Nelson – Grant Nelson Graphic Design
Dave Raison – Turf Australia and Turf Growers NSW
Jenny Zadro – Turf Growers NSW
Jim Vaughan – Turf Queensland
David Reid – Turf Victoria
Eva Ricci – Turf Growers Association of WA

A big, well deserved 'thank you' to all those listed above as well as the current and past members of the Turf Australia Board.

Appendices

Copies of all editions of the Turf Australia Magazine and *Turf Facts* are available on the Turf Australia website, www.turfaustralia.com.au

Appendix 1 – Performance Assessment against the Turf BIDM Annual Operating Plan 2016/17

| Strategy | Method | Actions | Timeframe | Monitoring & Evaluation as at 31/12/2016 | Monitoring & Evaluation as at 30/06/2017 |
|--|---|--|--|---|--|
| Turf and Ornamental Sector Engagement | Engage with the State Turf Industry Associations (Qld, NSW, Vic & WA) | <ul style="list-style-type: none"> Continue to assist HIA in developing processes and procedures for how Industry Bodies can be involved and contribute the development of the turf industry. Continue to assist HIA in developing processes and procedures for ensuring strategic oversight of the turf industry investments and how growers and industry can input. Continue to assist HIA and the SIAP in developing the detail of a turf industry Strategic Investment Plan (SIP) (or its new name) for 2015/16 and beyond. Communicate the outcomes of the above to the State Turf Bodies Continue to work with the State Bodies in providing any HIA contracted industry development services Continue to provide ongoing support and guidance to State based industry development resources, regardless of any HIA funding. | <ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED. The BIDM continues to work proactively with HIA and various industry bodies. ACHIEVED. The BIDM enabled direct engagement between HIA and 150 turf growers via the State Forums ACHIEVED. The BIDM continues to facilitate industry input into the SIP. ACHIEVED via regular communication ACHIEVED. The BIDM continues to lead & coordinate all turf industry development services for the benefit of the entire industry ACHIEVED, see above dot point | <ul style="list-style-type: none"> ACHIEVED, assistance offered ACHIEVED, assistance offered ACHIEVED, assistance offered ACHIEVED ACHIEVED ACHIEVED |
| | Engage with the turf maintenance sector, IE Sports Turf Associations (STAs), Aust Golf Course Superintendents Associations (AGCSA), etc | <ul style="list-style-type: none"> Continue to communicate and collaborate with state based STAs, AGCSA and other turf maintenance sector organisations Continue to assist with joint industry development funding proposals involving turf maintenance sector organisations Continue to initiate & develop relationships within the Race Course, Parks & Garden, Landscape Architects sector | <ul style="list-style-type: none"> Ongoing Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED via regular collaboration with STAs, AGCSA & other org's ACHIEVED via assessment of alternative funding opportunities ACHIEVED. The BIDM has participated in several 'Green Alliance' initiatives including a national phone conference held on 1 December & a presentation at the Nth QLD PLA Forum, 21 September | <ul style="list-style-type: none"> ACHIEVED ACHIEVED ACHIEVED |

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| | Collaborate with the Nursery & Garden Industry | <ul style="list-style-type: none"> Continue to work with NIGA and develop a 'Living Green Australia' revolution that will promote and develop Green City initiatives. Maintain and enhance a long term, strategic alliance with the Nursery & Garden Industry Be an active partner in the 'Greening the Urban Environment 202020' program. | <ul style="list-style-type: none"> Ongoing Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED. The BIDM continues close collaboration with NGIA Including a joint exhibition at NGINA Trade Day, 20 Sept ACHIEVED, see above dot point ACHIEVED. TA is a partner with 202020 Vision & continues to identify collaboration opportunities. | <ul style="list-style-type: none"> ACHIEVED ACHIEVED ACHIEVED |
| | In line with the SIP, engage with international turf growers and organisations | <ul style="list-style-type: none"> Discuss with HIA the potential benefits from participating in the February 2017 50th Turf Producers International (TPI) Educational Conference & Field Day and decide if it would be beneficial to participate in this and/or another international turf event. Continue to develop and maintain international networking with turf growers and organisations word wide | <ul style="list-style-type: none"> December 2016 Ongoing | <ul style="list-style-type: none"> After assessing alternatives for the Australian turf industry to network and learn from international best practice, the Turf Australia Board have asked the BIDM attend the 50th TPI Educational Conference & Field Day and provide detailed information back to the industry in the Autumn 2017 industry magazine and assess possible presenters for the 2017 Australian Conference & Field Day | <ul style="list-style-type: none"> ACHIEVED Refer to the Autumn 2017 magazine for detailed information on the 50th TPI Educational Conference & Field Day ACHIEVED |
| Research Service Provider Procurement and Engagement | Proactively engage with existing and potential Research Service Providers for the ornamental sector | <ul style="list-style-type: none"> Communicate with existing turf research service providers (HIA funded or otherwise) and provide guidance and assistance as required Communicate with potential turf research service providers (HIA funded or otherwise) and provide guidance and assistance as required Continue to assist potential Research Service Providers re the new structures & people directly involved in HIA funded turf R&D & marketing programs | <ul style="list-style-type: none"> Ongoing Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED. The BIDM regularly liaises with various contracted and potential turf research providers, including GED Advisory, Western Research Institute, InfoTech & Ag Enviro Solutions. ACHIEVED, see above dot point. | <ul style="list-style-type: none"> ACHIEVED ACHIEVED |
| Coordinating Industry R&D and Marketing Programs | Actively participate, in conjunction with HIA in the review of industry R&D & Marketing investments. | <ul style="list-style-type: none"> Continue to assist HIA in reviewing the current SIP and developing a strategic annual investment plan for 2016/17 that is based on sound industry development evaluation processes along with insightful and well informed industry input. | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> ACHIEVED. The BIDM has spent considerable time with Pat Abraham in helping to create the new SIP with genuine industry input. This has included face to meetings on 22 July & 22 | <ul style="list-style-type: none"> ACHIEVED, assistance offered |

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| | | | | November along with many phone and email communications. | |
| | Actively participate in HIA Forums and events | <ul style="list-style-type: none"> Attend HIA Forums that provide relevant turf industry information and enable input into the turf R&D and/or marketing programs. Participate in HIA Turf Industry meetings and surveys | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED via attending the HIA AGM and various project phone conferences | <ul style="list-style-type: none"> ACHIEVED ACHIEVED |
| | Collaborate with HIA in the initiation, design, coordination and/or collaboration of industry R&D and/or Marketing programs | <ul style="list-style-type: none"> Continue to meet with HIA on a regular basis to provide ongoing industry insight into the initiation, design, coordination and/or collaboration of industry R&D and/or Marketing programs Be an active member of the HIA industry advisory mechanisms | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED via regular monthly meetings with John Vatikiotis & other HIA staff on 19 August and 11 October. ACHIEVED. The BIDM helped to organize and attend the 'Meeting of the Turf Minds', 24 October, and part of the SIAP meeting held 22 November | <ul style="list-style-type: none"> ACHIEVED, assistance offered Assistance offered |
| | Apply for HIA resources to help ensure the implementation of industry R&D & Marketing strategies | <ul style="list-style-type: none"> Continue to develop, write and submit TA applications for relevant HIA funding Continue to assist other service providers with writing and submitting relevant HIA funding applications | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED. The BIDM drafted and submitted 4 project concepts into the HIA 'Funnel' in November, feedback on these from HIA is yet to be provided. ACHIEVED. The BIDM has helped several potential service providers with HIA applications, including Western Research Institute, InfoTech & Ag Enviro Solutions. | <ul style="list-style-type: none"> ACHIEVED, the BIDM has submitted 4 detailed funding applications to HIA ACHIEVED, assistance offered |
| Developing and Managing Industry Training Programs | Coordinate and ensure the delivery of the 2016 State Forums. | <ul style="list-style-type: none"> Organise and deliver a series of State Forums in QLD, NSW, VIC and WA that cover a variety of topics Review the success of the State Forums and use outcomes to help develop a program for the 2017 National Conference & Field Day | <ul style="list-style-type: none"> 31 August 2016 30 Nov 2016 | <ul style="list-style-type: none"> COMPLETED. 150 participants at the 4 successful State Forums, see TU15700. COMPLETED. Precision Turf farming will be the focus of the 2017 National Conference & Field Day, see TU15700. | <ul style="list-style-type: none"> COMPLETED, over 130 participants at the 2017 national conference & field day. |
| | In conjunction with HIA, assess and develop a turf farm cost of production training program to follow on | <ul style="list-style-type: none"> Continue to assist HIA and the SIAP in assessing and developing a turf farm cost of production training program to follow on from the achievements gained with the COP Calculator (project TU13005) and liaise with | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> ONGOING. The BIDM continues to offer assistance for the development of a benchmarking program for the turf industry. Hopefully once the new SIP is | <ul style="list-style-type: none"> ACHIEVED, assistance offered |

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| | from the achievements gained with the Cost of Production (COP) Calculator (project TU13005) | the TU13005 service provider (Rural Directions) if/as required. | | finalized, detailed planning can begin. | |
| | Actively input into erosion control Australian Standard & site maintenance projects | <ul style="list-style-type: none"> Continue to provide support and assistance in the development an Australian Standard for the use of turf as an erosion control agent by participating in the Australian Standards Technical committee. | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> ACHIEVED. The BIDM has attended several face to face meetings, 25&26 July and 19&20 Sept, along with providing significant input into the development of an Australian Standard which is currently out for public comment. | <ul style="list-style-type: none"> ACHIEVED, The BIDM represented TA and the Australian Standard is now being published. |
| Coordinating Industry Communications | Coordinate and ensure the timely publication and distribution of the Turf Australia Industry magazine on a quarterly basis | In conj. with dedicated resources in TU12014: <ul style="list-style-type: none"> Continue to provide a highly regarded, quarterly magazine Develop an annual magazine production schedule Provide content ideas and contacts for each edition Write articles, including a regular update from the BIDM Source and provide photographs Proof read and provide final sign off on each edition | <ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing – by end 1st month, each season | <ul style="list-style-type: none"> ACHIEVED ACHIEVED ACHIEVED ACHIEVED ACHIEVED ACHIEVED ACHIEVED. For more information, refer to TU12014, milestone report 109. | <ul style="list-style-type: none"> ACHIEVED ACHIEVED ACHIEVED ACHIEVED ACHIEVED ACHIEVED ACHIEVED. Refer to TU12014, milestone report 190. |
| | Provide regular articles and information to other industry publications | <ul style="list-style-type: none"> Provide bi-monthly copy and photographs to TurfCraft magazine Provide regular copy and photographs to the Aust Turfgrass Management Journal | <ul style="list-style-type: none"> By end of Jan, Mar, May, Jul, Sep & Nov By the end of each Jan, Mar, May, Jul, Sep & Nov | <ul style="list-style-type: none"> ACHIEVED ACHIEVED. For more information, refer to TU12014, milestone report 109. | <ul style="list-style-type: none"> ACHIEVED ACHIEVED. Refer to TU12014, milestone report 190 |
| | Coordinate and ensure the timely production and distribution of the Turf Australia E newsletter | In conj. with dedicated resources in TU12014: <ul style="list-style-type: none"> Ensure fortnightly production and distribution Provide content ideas Write short articles Source and provide photographs Proof read and provide final sign off on each edition | <ul style="list-style-type: none"> Ongoing Ongoing Ongoing Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED. ACHIEVED ACHIEVED ACHIEVED | <ul style="list-style-type: none"> ACHIEVED ACHIEVED ACHIEVED ACHIEVED |

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| | Coordinate and ensure relevant and up-to-date information is posted on the Turf Australia website | In conj. with dedicated resources in TU12014: <ul style="list-style-type: none"> Continually provide content ideas and improve the design, layout and resourcing of the website Continually update the TA website and ensure the front page is consumer focused | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED ACHIEVED. For more information, refer to TU12014, milestone report 109 | <ul style="list-style-type: none"> ACHIEVED ACHIEVED Refer to TU12014, milestone report 190. |
| | Promote the effective use of social media in the industry | In conj. with dedicated resources in TU12014: <ul style="list-style-type: none"> Continue to Implement the recommendations of the Industry Communications Review in regard to social media communications, including leveraging industry use of the 'Lawnspration' Facebook page and using the Turf Australia 'turf grower' Facebook page to further inform and engage with the industry | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> ACHIEVED. For more information, refer to TU12014, milestone report 109 | <ul style="list-style-type: none"> ACHIEVED Refer to TU12014, milestone report 190. |
| | Convene and ensure successful annual turf industry conference in June 2017 | In conj. with the TA Board and dedicated resources in TU15700 (National Turf R&D Conference): <ul style="list-style-type: none"> Initiate planning for a successful 2017 national turf industry conference & field day. (Note; both the Nursery & Garden Industry Association and Irrigation Association Australia have regional, not national, conference events in 2017. Opportunities for joint events could be considered in 2018 and/or beyond). Develop the 2017 conference & field day program Convene a successful 2017 turf industry conference & field day program Review the success of the 2017 conference & field day program and review options for 2018 and beyond, including possible joint events involving the nursery and/or irrigation industries. Determine HIA and other funding opportunities for conference and/or field day options in 2018 and beyond. | <ul style="list-style-type: none"> August 2016 Dec 2016 July 2017 July 2017 December 2017 | <ul style="list-style-type: none"> ACHIEVED. For more information, refer to TU15007, milestone report 103 ACHIEVED. For more information, refer to TU15007, milestone report 103 - - - | <ul style="list-style-type: none"> ACHIEVED. For more information, refer to TU15007, milestone report 104 ACHIEVED. For more information, refer to TU15007, milestone report 104 |

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| | Implement the industry communications review recommendations | <ul style="list-style-type: none"> In conjunction with HIA and the SIAP, continue to assess the industry communications review recommendations and implement agreed strategies. This includes: continued delivery of the quarterly magazine, fortnightly E-news, maintaining a national website; Ensure national consistency in branding; Determine options for improved coordination of the National and State websites, including housing under one website; Determine the options for a single e-newsletter which has state specific content. | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> ACHIEVED. For more information, refer to TU12014, milestone report 109. | <ul style="list-style-type: none"> ACHIEVED Refer to TU12014, milestone report 190. |
| | Organise and participate in industry forums and seminars | <ul style="list-style-type: none"> Continue to help organize and participate when requested in State, regional based industry forums and seminars | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> ACHIEVED. In addition to the 2016 State Forums, the BIDM presented to the NSW Growers on 8 Nov and 7 Dec | <ul style="list-style-type: none"> ACHIEVED |
| Developing and Managing an Industry Leadership Development Program | Provide leadership support and guidance to State turf association boards and resources | <ul style="list-style-type: none"> Continue to assist State turf associations as well as lead and develop the State based industry development personnel (IE, projects TU13028, TU13029, TU12024 & TU11015). | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> ACHIEVED. The BIDM provided leadership and support to the State based industry development projects, including meetings held on 19 Aug, 28 Aug, 27 Oct, 31 Oct (face to face) & 7 Dec. | <ul style="list-style-type: none"> ACHIEVED |
| | Convene and ensure successful NxGen Forum August 2016 | <p>In conj. with dedicated resources in TU15002 (NOTE TU15002 provides operational funding support only while TU13002 provide coordination and governance resources):</p> <ul style="list-style-type: none"> Develop and convene a successful 2017 NxGen Forum program Continue to assess potential funding sources, including from HIA, for further developing leadership skills in the next generation of turf farmers | <ul style="list-style-type: none"> September 2016 Ongoing | <ul style="list-style-type: none"> ACHIEVED. The successful 2016 NxGen Forum attracted over 40 participants. For more information, refer to TU15002, milestone report 103. ONGOING | <ul style="list-style-type: none"> ACHIEVED. The successful 2017 NxGen Forum attracted over 45 participants. For more information, refer to TU15002, milestone report 104. ONGOING |
| | Promote and encourage uptake within the turf industry of across hort | <ul style="list-style-type: none"> In conjunction with HIA, continue to promote to the turf industry any HIA funded across horticulture leadership development programs | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> ACHIEVED. Promotion is primarily achieved via the fortnightly E-newsletter | <ul style="list-style-type: none"> ACHIEVED ACHIEVED |

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| | leadership development programs | <ul style="list-style-type: none"> Continue to promote to the turf industry any other relevant leadership development programs | | <ul style="list-style-type: none"> ACHIEVED. Promotion is primarily achieved via the fortnightly E-newsletter | |
| | Provide leadership development and governance advice to the TA Board | <ul style="list-style-type: none"> Continue to work with TA Board in providing leadership development and governance advice Continue to facilitate the ongoing engagement of leadership and governance services by the Associations Forum | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> ONGOING, including liaison with John Vatikiotis ONGOING | <ul style="list-style-type: none"> ACHIEVED ACHIEVED |
| Implementing Other Components of the Strategic Investment Plan | Under SIP strategy 5.4 (Resourcing – Levy), work with DoA - Levies to ensure a high level of levy compliance and minimal levy collection costs | <ul style="list-style-type: none"> Continue to work with State turf bodies encourage potential non levy payers to do the right thing Continue to meet with DoA - Levies staff to determine how to ensure a high level of levy compliance and minimal levy collection costs Continue to implement the plan to ensure a high level of levy compliance and minimal levy collection costs | <ul style="list-style-type: none"> Ongoing Ongoing Ongoing | <ul style="list-style-type: none"> ONGOING. Of 37 potential 'non levy payers: 16 have created new levy accounts; 7 confirmed to be under threshold; 5 to be verified as under threshold; 9 require further follow up; 1 was paying under another turf farm ONGOING ONGOING | <ul style="list-style-type: none"> ACHIEVED ACHIEVED ACHIEVED |
| | Securing additional resources to ensure the SIP (or its new name) can be implemented | <ul style="list-style-type: none"> In conjunction with HIA and the SIAP, continue to clarify the turf SIP (or its new name) Continue to investigate multiple funding & resource opportunities, including HIA, to further develop the turf industry marketing, R&D initiatives | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> ONGOING. The BIDM summarised the outcomes from the 'Meeting of the Turf Minds' to help draft the new SIP. ONGOING | <ul style="list-style-type: none"> ACHIEVED ACHIEVED |
| | Under SIP strategy 6.1 (Biosecurity & Plant Health) | <ul style="list-style-type: none"> Continue to work with HIA in applying for financial support for minor use permits and/or the registration of chemicals for the turf industry and build on the minor use permits screen trial project (TU13032), | <ul style="list-style-type: none"> Ongoing | <ul style="list-style-type: none"> ONGOING. The BIDM project has funded input from David Raison into the Turf SARP process. | <ul style="list-style-type: none"> ACHIEVED |
| | Assist Pat Abraham (HIA appointed consultant), HIA and the SIAP with the development of the new Turf Strategic Investment Plan. | <ul style="list-style-type: none"> In conjunction with Pat Abraham, HIA and the SIAP, help encourage industry engagement in the development of the new Turf Strategic Investment Plan (SIP). Help Pat Abraham review the performance of the existing SIP and current relevance of the areas yet to be fully actioned, including: 5.3 (Industry Data), 4.3 (Market Research), 4.1 (New market opportunities), 3.1 (Environmental data and information), 2.2 (Extension of past R&D - 272 projects), 1.2 (Business Improvement Process) | <ul style="list-style-type: none"> Ongoing Ongoing | <ul style="list-style-type: none"> ONGOING. TA will provide the mechanism for industry confirmation of the new SIP. ONGOING, although Pat has indicated that it is not his role to assess the performance of the existing SIP and its implementation and it is not clear if this will be assessed. | <ul style="list-style-type: none"> ACHIEVED ACHIEVED |

Appendix 2 – Turf Australia - Statements of Purpose

Description

Turf Producers Australia Ltd (TPA), trading as Turf Australia, is the representative body of the Turf industry comprising levy paying turf producers and individual members Australia wide.

Objectives

The Mission of Turf Australia is to lead the turf industry, to represent the members, the industry and promote turf to the marketplace.

Goals

In order to achieve its Mission, Turf Australia will:

1. Represent turf producers in public, government and agency forums
2. Promote, support and develop industry best practice
3. Provide education and be a forum for industry members and allied industries
4. Encourage and direct research, development and extension
5. Promote the industry's products, processes and professionalism
6. Foster co-operation between Turf Australia and State turf associations
7. Ensure good governance and management

Actions

| Goal | Action | Priority | Who | When | \$ |
|---|--|----------|-----|--------|----|
| 1. <i>Represent turf producers in public, government and agency forums</i> | 1.01 Report to Board on opportunities and competitive offerings | | | | |
| | 1.02 Be involved in decision making processes eg urban growth | | | | |
| | 1.03 Support State and local representation and actions | | | | |
| | 1.04 Liaise with related industries to maximise business for members | | | | |
| | 1.05 Establish "Green associations Alliance" | | | Nov 13 | |
| 2. <i>Promote, support and develop industry best practice</i> | 2.01 Code of Practice & Code of Ethics | | | | |
| | 2.02 Expand accreditation nationally (Qld at present) | High | | Dec 14 | |
| | 2.03 Cost of Production calculator | High | | Aug 13 | |
| | 2.04 Grower business capacity (HAL program) | | | | |
| 3. <i>Provide education and be a forum for industry members and allied industries</i> | 3.01 National Conference | | | | |
| | 3.02 NextGen workshop | | | | |
| | 3.03 AGM | | | | |
| | 3.04 Distribute relevant and allied industry information | | | | |

| | | | | | |
|--|--|------|--|--------|--|
| | 3.05 Website/Social media | | | | |
| | 3.06 Training program eg career path, safety, webinars (eg IVT; CP) | High | | | |
| 4. <i>Encourage and direct research, development and extension</i> | 4.01 Economic, commercially viable & profitable outcomes | | | | |
| | 4.02 Market knowledge and market development (HAL program) | | | | |
| | 4.03 Environmental sustainability (HAL program) | | | | |
| | 4.04 Biosecurity (HAL program) | | | | |
| | 4.05 Industry capacity, research and data (HAL program) | High | | | |
| 5. <i>Promote the industry's products, processes and professionalism</i> | 5.01 Awareness of benefits of turf in the community and Aussie lifestyle | | | | |
| | 5.02 Develop profile in eyes of consumer, specifiers & media personalities | | | | |
| | 5.03 Communications plan (HAL program) | High | | Nov 13 | |
| | 5.04 Export opportunities | | | | |
| 6. <i>Foster co-operation between Turf Australia and State turf associations</i> | 6.01 Share industry data | | | | |
| | 6.02 Arrange meeting of TA & State Management | High | | Jul 13 | |
| | 6.03 Common membership categories & fees across states | High | | Jul 14 | |
| | 6.04 Consider best structure eg federation or single-entity | High | | | |
| | 6.05 Consider update of constitutions | High | | Nov 13 | |
| | 6.06 Talk to states on national programs | High | | Jul 13 | |
| 7. <i>Ensure good governance and management</i> | 7.01 Combined TA and state assoc governance/planning meetings | High | | Nov 13 | |
| | 7.02 Administration & database management | | | | |
| | 7.03 Define benefits & run membership campaign | High | | Aug 13 | |
| | 7.04 Financial management | | | | |
| | 7.05 Respond to public queries & enquiries | | | | |
| | 7.06 Work with HAL | | | | |
| | 7.07 Seek commercial sponsorship | High | | | |
| | 7.08 Consider insurance scheme, super, buying with commission | | | | |
| | 7.09 Roll out merchant fee discount scheme | High | | Jul 13 | |
| | 7.10 Seek other government funding opportunities | High | | | |
| | 7.11 Hold face-to-face Board meetings: May, Aug, Nov, Feb | | | | |
| | 7.12 Consider staffing to implement plan | High | | | |

Appendix 3 – Turf Australia Partnership, Sponsorship and Exhibition Opportunities



Partnership Benefits



Partnering Benefits

Turf Australia can ensure your organisation receives benefits and value for your sponsorship dollar because we communicate directly with every Australian turf grower that produces more than 20,000m² of turf in a year, as well as most farms producing less than 20,000m² annually.

This unique opportunity provides your organisation with exclusive, widespread promotion of your message, product and/or service.

Turf Australia partners can benefit by:

- Promotion at several regular industry events, such as the annual NxGen Forum and industry Conference & Field Day.
- Direct communication with virtually every Australian turf growing business through a variety of electronic, paper based and face to face mechanisms.
- Networking and potentially meeting with the key turf growers, decision makers and associated professionals from the turf production industry.
- Communicating with the key stakeholders, decision makers and associated professionals from the sports turf and turf maintenance sectors.
- Aligning your organisation with an independent, professional and widely respected industry body.
- Promotion in association with the many benefits of natural turf.

Partnership Opportunities



Diamond Partner

- Prominent exposure at the 2014 Turf Australia Conference & Field Day, 27-29 August, including satchel branding and a formal speaking opportunity at the Conference Dinner.
- Five full conference registrations for the 2014 Turf Australia Conference & Field Day and discounts for additional registrations and conference events.
- Unlimited field day site size at the 2014 Field Day, 29 August
- Dedicated display area at the 2014 Turf Australia Conference, 27 & 28 August
- Signage at the 2014 Turf Australia Conference Dinner, 28 August
- Complimentary golf-hole sponsorship for the Dik Murphy Memorial Golf Day, 27 August, at the 2014 Conference.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.
- Four full page advertisements in the quarterly Turf Australia Industry Magazine, valued at up to \$990.00 per advertisement.
- Full time scrolling advertising of your logo on the home page of the Turf Australia website that links to your website.
- Four 150 word advertorials in the fortnightly Turf Australia E-newsletter.
- Inclusion of your logo in each edition of the fortnightly Turf Australia E-newsletter.
- Signage at the 2014 NxGen Forum, 5-6 May with a speaking opportunity to delegates.
- Product sample/brochure placement in the 2014 NxGen Forum delegate bags.

Investment = \$11,000 + GST

Partnership Opportunities



Platinum Partner

- High level exposure at the 2014 Turf Australia Conference & Field Day, 27-29 August.
- Two full conference registrations for the 2014 Turf Australia Conference & Field Day and discounts for additional registrations and conference events.
- 20m² field day site size at the 2014 Field Day, 29 August, or a dedicated display area at the 2014 Turf Australia Conference, 27 & 28 August. Larger field day sites are also available, please inquire.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.
- Four half page advertisements in the quarterly Turf Australia Industry Magazine, valued at up to \$594.00 per advertisement.
- Inclusion of your logo in each edition of the fortnightly Turf Australia E-newsletter.
- Full time scrolling advertising of your logo on the home page of the Turf Australia website that links to your website.

Investment = \$6,000 + GST

Partnership Opportunities



Gold Partner

- Exposure at the 2014 Turf Australia Conference & Field Day, 27-29 August.
- One full conference registration for the 2014 Turf Australia Conference & Field Day and discounts for additional registrations and conference events.
- 10m² field day site size at the 2014 Field Day, 29 August, or a dedicated display area at the 2014 Turf Australia Conference, 27 & 28 August. Larger field day sites are also available, please inquire.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.
- Four quarter page advertisement in the Turf Australia Industry Magazine, valued at up to \$375.00
- Full time scrolling advertising of your logo on the home page of the Turf Australia website that links to your website.

Investment = \$3,000 + GST

Sponsorship & Exhibition Opportunities



2014 NxGen

Turf Australia encourages the professional development of the next generation of turf growers. In conjunction with Horticulture Australia, Turf Australia holds an annual NxGen Forum aimed at industry members who are 35 to 40 years old.

The 2014 NxGen Forum is being held in Winton, NSW on 3-6 May. More than 40 future 'Movers & shakers' of the turf industry are expected to attend, learn and network with current industry leaders.

NxGen sponsorship

- Signage at the 2014 NxGen Forum, 3-6 May with a speaking opportunity to delegates.
- Product sample/brochure placement in the 2014 NxGen delegate bags.

Investment = \$1,250 + GST

2014 Turf Australia Conference & Field Day

Turf Australia Conference & Field Days are the premier annual events for the turf industry, attracting key industry leaders from Australia and overseas. The conference & field day provides valuable networking opportunities as well as valuable turf production, marketing and business management information.

The 2014 Turf Australia Conference & Field Day will be held from 27 to 29 August at Perth and Fremantle Road, WSP. Over 120 participants are expected to enjoy the social activities, learn from the presentations and discover new products and services from the many sponsors and exhibitors. A variety of conference and/or field day sponsorship and exhibition opportunities are available.

2014 Conference or Field Day Exhibitor

- 10m² field day site size at the 2014 Field Day, 29 August, or a dedicated display area at the 2014 Turf Australia Conference, 27 & 28 August. Larger field day sites are also available, please inquire.
- One single day registration for either the conference, 28 August, or field day, 29 August. Discounts for additional regs. and conference events.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.

Investment = \$750 + GST

Sponsorship & Exhibition Opportunities



Dik Murphy Memorial Golf Hole Sponsor

- This is your chance to mix and unwind with clients as they visit the tee during the golf challenge. Hand out some teas, refreshments and/or your business cards. Being held on Wednesday afternoon, 27 April, this a perfect start to the 2014 Turf Australia Conference & Field Day.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.

Investment = \$300 + GST

Welcome BBQ Sponsor

- Everyone loves the first night, why not own it! You will be given the opportunity to address everyone while they are catching up with old friends and business partners. Take the credit for providing the occasion for them.
- One full conference registrations for the 2014 Turf Australia Conference & Field Day and discounts for additional registrations and conference events.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.

Investment = \$2500 + GST

Conference Lunch Sponsor

- Lunch on the Presentation Day is always welcomed by hungry delegates. You will be given the opportunity to address everyone while they are reflecting on the morning presentations.
- One full conference registrations for the 2014 Turf Australia Conference & Field Day and discounts for additional registrations and conference events.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.

Investment = \$1500 + GST

Sponsorship & Exhibition Opportunities



Conference Pre-Dinner Drinks Sponsor

- Lasting for 1.5 hours, the Conference Pre-Dinner Drinks is the key fellowship event between the conference presentations and the conference dinner. You will be given the opportunity to address everyone, why not own the party!
- One full conference registrations for the 2014 Turf Australia Conference & Field Day and discounts for additional registrations and conference events.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.

Investment = \$2500 + GST

Turf Australia Member Benefit Auction Donor

- Turf Australia has a long running member benefit fund dedicated to help members of our 'turf farming family' who are in a crisis due to a unforeseen and unfortunate situation. This is your chance to gain recognition for helping out through a lively auction at the Conference dinner and supporting a good cause.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.

Investment = your donation

Field Day Lunch Sponsor

- Lunch on the Field Day will be an enjoyable event. Situated in the most concentrated turf farming area in Australia, with panoramic views up to the Blue Mountains and 'turf laying' competitions, you will be given the opportunity to address everyone.
- One full conference registrations for the 2014 Turf Australia Conference & Field Day and discounts for additional registrations and conference events.
- Product sample/brochure placement in the 2014 Turf Australia Conference & Field Day delegate bags.

Investment = \$2000 + GST

Partnership Agreement



Partnership Agreement

I understand the services I expect to receive from being a Partner with Turf Australia.

I have the authority to make this commitment on behalf of my organisation and I agree to pay the partnership amount as described below.

Turf Australia may dissolve this agreement if the partnership is determined by Turf Australia to be reflect poorly on the Association and/or the Turf Industry.

I understand this agreement is binding when signed by myself and the Turf Australia Business & Industry Development Manager.

The partnership period is for 12 months with a start date of ____/____/____

Partnership type Diamond ☐ Platinum ☐ Gold ☐

Partnership amount \$ _____

Note: A split payment schedule can be arranged, please inquire

Organisation _____

Name _____ Phone _____

Email _____

Signature _____ Date _____

Turf Australia Business & Industry Development Manager

Name _____

Signature _____

Date _____

Sponsorship & Exhibition Agreement



Sponsorship & Exhibition Agreement

I understand the services I expect to receive from being a Sponsor and/or Exhibitor with Turf Australia.

I have the authority to make this commitment on behalf of my organisation and I agree to pay the Sponsor and/or Exhibitor amount as described below.

Turf Australia may dissolve this agreement if the Sponsorship or Exhibition is determined by Turf Australia to be reflect poorly on the Association and/or the Turf Industry.

I understand this agreement is binding when signed by myself and the Turf Australia Business & Industry Development Manager.

The Sponsorship and/or Exhibition agreement is for:

Sponsorship and/or Exhibition amount \$ _____

Organisation _____

Name _____ Phone _____

Email _____

Signature _____ Date _____

Turf Australia Business & Industry Development Manager

Name _____

Signature _____

Date _____

Turf naturally



Natural Turf:

Has a cooling effect – The temperature on a green lawn in midsummer can be 100°C less than bare soil, 200°C less than asphalt, concrete or pebbles and 400°C less than synthetic grass!

Is environmentally friendly – Turf improves water quality by filtering runoff and reducing erosion. Turf also reduces greenhouse gases by absorbing carbon dioxide and producing oxygen.

Promotes wellbeing – Open greenspace promotes physical exercise and improves mental health.

Uses less water than you think – With 5 main turf types and many different varieties to choose from, drought tolerant and water efficient options are available. Turf also grows well using recycled water and water saving crystals.

Is a natural product – Turf self-replenishes, provides a natural fire barrier, reduces noise and can increase home values by up to 18%!

For more information - please contact
Turf Australia, PO Box 92 RICHMOND NSW 2753
Phone 02 4588 5735 Fax 02 4588 5613
Email admin@turfaustralia.com.au or call
Richard Stephens, mobile 0404 817 903

Appendix 4 – *Clostridium difficile* in Turf

Talking Points

- There are no known *Clostridium difficile* infections in people who work in the Australian turf industry.
- Apart from limited previous use in Western Australia, Turf Australia is not aware of any turf farms using pig manure.
- Once the turf industry was made aware of the *Clostridium difficile* discovery in a turfed area in a Perth park, the small number of WA turf farms known to have used pig manure immediately stopped using it.
- Turf Australia has gathered information from across Australia to ascertain the likelihood of any other turf farms using pig manure in turf production. To date, no turf farms outside WA have been identified as potentially using pig manure.
- Turf Australia and Turf Growers WA are currently drafting a HIA concept proposal to initiate a project into the potential for *Clostridium difficile* in turf.
- Turf Australia and Turf Growers WA continue to maintain contact with Professor Riley to ensure we are all aware of what we know and can identify the information gaps on this issue.
- Turf Australia contacted Turf Producers International (TPI) and asked for any information on this topic from USA and/or Canada. The response has been, this is the first they have heard of this being an issue.

Clostridium difficile in turf concept proposal

Concept Subject

- Proactive management of the potential for a *Clostridium difficile* crisis in turf

Aim

- Gather worldwide information on any proven incidence of *Clostridium difficile* infections found to have come from turf, the turf industry and/or a turf farm.
- Compile an immediate response, **as a matter of urgency and priority**, for the Australian Turf Industry to investigate any community and/or media inquiries in regard to the potential for *Clostridium difficile* infections to have come from turf, the turf industry and/or a turf farm.

Output

- A worldwide desktop research into any proven incidence of *Clostridium difficile* infections found to have come from turf, the turf industry and/or a turf farm.
- Compilation of key messages for the Australian Turf Industry to use to respond to any community and/or media inquiries in regard to the potential for *Clostridium difficile* infections to have come from turf, the turf industry and/or a turf farm.
- Completion of the relevant templates within the Horticulture Industry Crisis Management Guidelines version 1.0 published from HAL project AH07033
- Suggested budget: \$10,000 to \$12,000.

Adoption

The output from this project would be adopted and used by:

- Any turf farm in Australia who is asked about the possibility for *Clostridium difficile* infections to come from turf, the turf industry and/or a turf farm.
- All turf farms in Australia that have used or are considering using effluent from piggeries and/or other intensive animal production areas, including composted effluent, to aid turf production.
- Turf industry representatives, including Turf Australia and state-based turf industry associations

Outcome

- This project will minimise the risk for exaggerated and alarmist information to spread within the turf industry and/or the community in regard to *Clostridium difficile* infections coming from turf, the turf industry and/or a turf farm.
- If the media choose to focus on the potential for *Clostridium difficile* infections to have come from turf, the turf industry and/or a turf farm, the many significant healthy, clean and green image that the turf industry has worked hard to achieve could be lost.
- At the moment, there is no evidence known to Turf Australia that *Clostridium difficile* infections have come from turf, the turf industry and/or a turf farm anywhere in the world. However, by undertaking a worldwide desktop research, this could be independently verified. If there is an incidence of *Clostridium difficile* infection to have come from turf, the circumstances could be assessed and further research could be considered to determine how to remove or reduce possible infections.
- By compiling an immediate response for the Australian Turf Industry to use to any community and/or media inquiries in regard to the potential for *Clostridium difficile* infections and completing the relevant templates within the Horticulture Industry Crisis Management Guidelines version 1.0 published from HAL project AH07033, the industry will be able to manage any potential crisis in regard to this issue and turf growers will feel more confident in the professional support that can be provided by the turf industry levy.

Keywords

- *Clostridium difficile*
- Bacterial infections
- Crisis management

