



**Grower Group Alliance  
Annual Forum  
Friday, 7<sup>th</sup> August 2015**

**Proceedings**

The Grower Group Alliance Annual Forum was proudly sponsored by Department of Agriculture and Food, CBH Group, GIWA, MLA, WAMMCO, COGGO and APEN

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## 1. Introduction

The Grower Group Alliance Annual Forum is the peak industry event for regionally based grower groups through Western Australia. The Annual Forum provides a unique opportunity for grower group members, staffers, researchers and agribusiness partners to come together and discuss the big the not so big issues effecting grower group's local areas.

On Friday, 7<sup>th</sup> August 2015, the GGA again held the annual event. The 2015 forum, '*Practice Change to Profit: Supporting Effective Grower Groups*', this year's Forum challenged participants to think about the underlying drivers of practice change and provided pointers on how to develop and deliver highly successful extension programs. Further to this groups were provided with an insight into ways that they can boost the capacity of their business models through exploring the elements of effective boards and investigating the diverse range of grower group models from across Australia.

### **Purpose of the day**

The forum's speakers and activities are intended to inspire and challenge attendees, and provide networking and collaboration opportunities.

The purpose for grower groups was to:

- Gain fresh ideas and skills,
- Learn about current and proposed research and innovations, and
- Boost relationships with other groups, researchers and industry.

The purpose for industry partners was to:

- Meet grower groups from around the state, developing key connections,
- Gain perspective on the grower group operating environment, and
- Interact and discuss the best way to engage with grower groups in collaborative projects.

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## 2. Grower Group Alliance

### **Background**

The Grower Group Alliance is a not-for profit farmer driven organisation linking growers with researchers and industry in a network across Western Australia and nationally.

The GGA was formed in 2002 by five grower groups with an overall objective to communicate and collaborate, and now engages with more than 40 grower groups. The current Grower Group Alliance, supported by the Department of Agriculture and Food, provides one network servicing all groups in WA regardless of size, one set of communications to network members, a united face for grower group representation and a wider network for grower groups, while being more streamlined for industry partners.

The GGA acts to support effective, relevant and sustainable grower groups with expanded operational and networking capacity and greater involvement in collaborative RD&E projects with other grower groups, industry partners and the wider research community.

### **Role of the GGA**

The GGA intends to:

- Expand the network of grower groups and their partners to allow the exchange of knowledge, ideas and research results between members;
- Enhance the participation of grower groups in collaborative projects developed between grower groups, research providers and industry; and
- Support grower groups to work towards becoming more efficient and effective as a group.

### **Grower groups**

The majority of WA farmer groups aim to increase the production and profitability of their farm businesses through the adoption of new production technologies while minimising impact on their environment. Groups are mainly broadacre farmers of the WA grain production zone located from Binu in the north, to Bodallin in the east and Esperance in the south east. The network includes more than 40 grower groups involving about 2500 farmer members, which is about 50 per cent of WA farmers. 6

## GGA Roles and Responsibilities

### Operational Support

- Governance support (operational and financial)
- Policies and procedures support and guidance, developing constitutions and running meetings advice
- Increase group capacity/strategic thinking through targeted training
- Funding notification and support
- Advice on the business of running a grower group
- Continue capacity building (financial support and targeted opportunities) and networking opportunities for staff and committees

### Networking

- Staff and grower tours – to create and nurture intrastate and interstate relationships to influence practice change
- Increase interaction between groups and localised groups activities, networking to develop working relationships, support and encourage groups to communicate
- Work more closely with ag colleges, universities and interstate grower groups
- Linkages and networks of researchers, agribusiness, industry and funders
- Once or twice per year EO meetings, GGA Annual Forum

### Training

- Shared professional development – executives and boards
- Governance, group skills, facilitation, trials training and more
- Peer group development for EO and R&D staff and managers, new staff training and exchanges, study tours. Cross pollination of staff to learn from other groups
- Better understanding of post-farm gate – links to AEGIC and CBH

### Event support and opportunities

- Event awareness and financial support for attending non-grower group events
- Support on running events, assistance with guest speakers, Event Handbook
- Calendar of Events

### RD&E network, project brokering and collaborations

- Better coordination of grower groups in regards to funding opportunities
- Negotiate with funders to better spread funding to 'join' groups on some projects
- Continue practical assistance (networks, calendar, funding guidelines)
- Be the glue between DAFWA and groups, industry and groups
- Assisting with collaborations, including facilitation, brokering partnerships
- Support for project development and writing
- Well connected and advocating groups to GRDC, MLA and other funding bodies

### Communication/Extension (influence and interaction)

- Encourage direct two-way communication between growers to government, researchers, industry, funders
- Bigger voice for grower groups (not political)
- Assistance with developing extension and communication plans and media releases
- Calendar and Newswire, social media and grower group

### 3. List of Forum Participants

#### Grower Group Representatives

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#### 4. GGA Annual Forum Agenda, 7<sup>th</sup> August 2015

Time	Topic	Presenter/Format	
8.15	Registrations, welcome and coffee		
8.45	Introductions and format of the day	GGA	
8.50	Opening address.	Mark Sweetingham, Grains Executive Director, DAFWA	
<b>Understanding and Influencing Practice Change</b>			
9.00	Drivers of practice change: Comparative look at health sector knowledge translation and agricultural extension	Tamika Heiden, Knowledge Translation Australia	
9:40	Working with NZ Dairy farmers for improved efficiencies: An overview	Neels Botha, AgResearch NZ	
10:20	Value of local grower groups	Simon Wallwork, Corrigin Farm Improvement Group	
10.35	Morning tea		
<b>Supporting Effective Groups</b>			
11.00	New tables & introductions		
11:05	Business Models of grower groups	Pip Crook, Southern DIRT & Anne Sparrow, Fitzgerald Biosphere Group	
11:35	Growing governance skills	Wes Baker, WANTFA	
11.50	High Performance Boards	Alison Gaines, Board specialist	
12:30	Lunch		
<b>Research into Action</b>			
<b>Concurrent sessions (2x 40 minute sessions) Participants choose two to attend</b>			
	<b>Waterwall Room</b>	<b>Pagoda A</b>	<b>Pagoda BCD</b>
13:30	<p style="text-align: center;"><b>Livestock</b></p> <p>Andrew Thompson, Murdoch University (New Sheep R&amp;D and farmer training opportunities)</p> <p>Clayton South, Wagin (Precision Sheep Groups)</p>	<p style="text-align: center;"><b>Grains</b></p> <p>Steve Davies, DAFWA - A collaborative approach to soil management: growers, researchers and grower groups delivering effective extension.</p> <p>Gary Lang –Facey Group (Implementing frost research on farm)</p>	<p style="text-align: center;"><b>Workshop:</b></p> <p>How to turn an idea into a research/extension project (Julianne Hill)</p>

14:10	<b>Livestock</b>	<b>Grains</b>	<b>Workshop</b>
14.50	Afternoon tea		
<b><i>Talking business, knowledge and networks</i></b>			
15.20	New tables & introductions		
15.25	Business Discussion Groups: One year on, where are we now?	Danielle England & Julie Alvaro	
15.50	Private sector relationships: How they work with grower groups?	Rick Horbury, Bayer	
16:10	Making meaningful connections	Robyn Henderson, Networking to Win	
17.00	Close and GIWA Sundowner		

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## 5. GGA Annual Forum Opening

### Mark Sweetingham, DAFWA

Mark has over 30 years of continuous involvement in the Australian grains industry with a strong research and industry development track record. He has internationally recognized expertise in crop protection, crop genetics and plant biosecurity, and experience in grain food technology and bio-economic modelling. Mark is committed to increasing value to the Western Australian grains industry, in partnership with industry, through research, development and innovation activities. Mark is currently Executive Director of Western Australia's Department of Agriculture and Food WA Grain Industry Directorate.

Prior to taking up senior management positions with in DAFWA Mark has worked also work as a Principle Research Scientist, where his primary focus was on plant pathology and Lupin agronomy.

Mark also co-chairs the National Grains RD&E Steering Committee.

Presentation Section	Key Points
Opening Adress	<ul style="list-style-type: none"><li>• GGA facilitates a direct conversation between the researchers and growers</li><li>• The national RD&amp;E strategy provides the framework and direction for how everything functions.</li><li>• We are moving to a world where RD&amp;E is globally connected but it is an imperative that we translate that research knowledge back.</li><li>• Important to translate that knowledge in to on ground action.</li><li>• Currently the government is committed to a growth agenda, with targeting industry sectors that we have a comparative advantage in and are committed to growing.</li><li>• But we can't grow without making a profit.</li></ul>

## 6. Drivers of practice change: Comparative look at health sector knowledge translation and agricultural extension

Tamika Heiden, Knowledge Translation Australia

Tamika has an interesting and varied background. She has more than a decade of career experience as a researcher and research manager in the fields of health, sport and medical research that began with a sports science degree and a PhD in Biomechanics. She has a certification in Knowledge Translation from the University of Toronto, and to top of her high achieving nature she has represented Australia in the sport of finswimming, and completed four ironman triathlons. Tamika currently serves as Principal with Knowledge Translation Australia, a consulting service that brings together researchers and research users to share, create and translate knowledge for the betterment of society. Her goal is to enhance and revolutionise the use of research knowledge to improve value to all involved. Tamika's presentation today will focus on the differences between the knowable translation process in the health sector and extension in the agricultural sector.

Presentation Section	Key Points
<b>Background and Definition's</b>	<ul style="list-style-type: none"> <li>• Knowledge translation came from agricultural extension.</li> <li>• The definition of knowledge translation according to the World Health Organisation is the synthesis, exchange and application knowledge in a clinical setting.</li> <li>• Knowledge is different from research, as research is a one way exchange whereas knowledge works in both directions.</li> <li>• Knowledge translation is a system rather than a standalone concept the key components of the system are as follows:               <ul style="list-style-type: none"> <li>- Consultation</li> <li>- Creation of research questions</li> <li>- Getting end user buy-in</li> <li>- Literature review</li> <li>- Removal of Barriers</li> </ul> </li> </ul>
<b>Research Process</b>	<ul style="list-style-type: none"> <li>• Continued engagement and relationship management ongoing reporting</li> <li>• The project needs a robust feedback process.</li> <li>• Dissemination and use of knowledge is different.</li> </ul>
<b>Implementation.</b>	<ul style="list-style-type: none"> <li>• IMPACT – how we measure what we implemented as well as the dissemination aspects of the project.</li> <li>• Impact is measured at an end user level.</li> <li>• There are two types of knowledge translation:               <ul style="list-style-type: none"> <li>- Integrated knowledge translation, where all stakeholders are invited from the inception of the project. (This is the preferred method)</li> <li>- End grant Knowledge translation: is after the knowledge or research has been completed, this method is not as effective.</li> </ul> </li> <li>• Need to approach implementation from a strategic point of view.</li> <li>• The efficacy of the implantation of a new practice is highly depended on the organisations redness to change.</li> <li>• Peer support and coaching are essential you can just give people information and expect them to run with it.</li> </ul>



## 7. Working with NZ Dairy farmers for improved efficiencies: An overview

Neels Botha, AgResearch NZ

Neels has been with AgResearch in Hamilton, New Zealand since 2000, after a career as an extension officer, and later as an academic at the University of Pretoria, South Africa. His research is currently focused on innovation systems, farmer behaviour, farmer mental health and extension programme evaluation. He is also a director of a very successful Hamilton (NZ) based business trading in new and used building materials. Neels has consulted to a range of organisations in Southern Africa, Uruguay, Australia and New Zealand on extension systems, research communication and impact evaluation. He has published and presented many academic and applied papers, as well as research reports on his research topics.

Presentation Section	Key Points
<b>Background and introduction</b>	<ul style="list-style-type: none"> <li>• New Zealand's biggest exporter is the agrifood sector with milk production increasing and sheep production decreasing.</li> <li>• NZ dairy farmers have to operate with in social boundaries (people profit and plan).</li> </ul>
<b>Regional discussion groups –seasonal needs driven</b>	<ul style="list-style-type: none"> <li>• More than 300 DAIRY NZ extension officers work in field with farmers.</li> <li>• The groups allow for getting off farm.</li> <li>• The regional discussion group process works as follows:               <ul style="list-style-type: none"> <li>- Collate farm issues to discuss</li> <li>- Hold discussion group meeting</li> <li>- After the group they summarise and get given an action plan.</li> </ul> </li> </ul>
<b>Progression groups</b>	<ul style="list-style-type: none"> <li>• Aimed at young people in the industry who want to make a difference.</li> <li>• The focus is on early career management skills.</li> <li>• There is a follow up to progression groups which focus on more established farmers and more advanced management skills.</li> </ul>
<b>Dairy Base:</b>	<ul style="list-style-type: none"> <li>• Is a web based benchmarking and management tool, with around 1500 farmers on the system.</li> <li>• Consultants upload physical information to the system which then produces a report.</li> <li>• This system is used in production discussion groups, where the focus in trying help producers manage their business well.</li> </ul>
<b>Dairy Push</b>	<ul style="list-style-type: none"> <li>• Dairy Push is a partnership based approach to use innovation systems, researchers and growers to solve complex problems, the type of problems that grower cannot be expected to fund by themselves.</li> <li>• This program ask for a three year commitment and requires growers to pay a fee to participate.</li> <li>• The program selects a Focus farm and they manager of that operation has to send a fortnightly email regarding his discussions and how he/she is progressing when tackling the identified issue.</li> <li>• IMPACT of the program: increased monitoring.</li> </ul>

## 8. Value of local grower groups

### Simon Wallwork, Corrigin Farm Improvement Group

Simon began his career at the Kondinin Group after completing an Agriculture Science Degree, he then went on to work for Landmark and IAMA as a company agronomist. Following this Simon was a consultant agronomist and since 2003 has been farming in Corrigin with his wife and two kids. Simon is currently the President of the Corrigin Farm Improvement Group.

Presentation Section	Key Points
<b>Background and Introductions</b>	<ul style="list-style-type: none"> <li>• The groups guiding constitutional statement does not really encompass the board impact and intentions of the group.</li> <li>• Grower groups provide an environment and a catalyst for practice change and community development.</li> <li>• The committee is not a well-oiled machine but it is made up of people who are passionate about the industry and will chip in when needed.</li> <li>• The committee meetings need to be fun to encompass new people in to those roles.</li> </ul>
<b>Technical aspects of the group:</b>	<ul style="list-style-type: none"> <li>• The group needs to be careful not to take on highly scientific research but rather focus on local ground problems and encouraging the dialogue between researchers and growers.</li> <li>• The group had focused on VRT technology and zone farming however in the past growers had not been supportive of the practice.</li> <li>• If something has not worked in the past you need to revisit the practice from a new perspective.</li> <li>• The group has had the invent lots of things on the run, something that farmers do best!</li> <li>• First group to explore grazing crops.</li> <li>• Machinery comparisons are really popular with growers.</li> <li>• You have to work with what you have got and the day usually ends with a beer.</li> <li>• The groups focus at the moment is developing techniques to deal with Non-wetting soils and herbicide resistance and the effectiveness of Mouldboard plough.</li> </ul>
<b>Social Aspects</b>	<ul style="list-style-type: none"> <li>• The group provides a platform for Informal discussion it also Builds confidence in peers.</li> <li>• The Social environment is critical.</li> <li>• At times grower groups need to ask for help.</li> </ul>

## 9. Business Models of grower groups

### Pip Crook, Southern DIRT & Anne Sparrow, Fitzgerald Biosphere Group

In June 2015, the Grower Group Alliance undertook a study tour with five Grower Group staff and committee seeking to understand grower group business models across Victoria and South Australia. Seeking different perspectives from other grower groups and producers on how to improve productivity and sustainability sparked new ideas for the tour group to take home and trial. The take home message from the tour was that there is no two grower group business models the same; they all have different strengths and strategies in how they service their grower members and extend information. The group valued the opportunity to learn the inside workings of the different grower groups and farming businesses they visited.

Presentation Section	Key Points
<b>Southern Farming Systems</b>	<ul style="list-style-type: none"> <li>• Learnt how the group operated with branch system and part time coordinators.</li> <li>• SFS primary focus is getting 'White coat' language in to a form that growers can understand.</li> <li>• There has been big investment into governance.</li> <li>• SFS's income is mainly project and sponsor driven and they are moving away from a membership number focus to just trying to get stuff done.</li> <li>• Funding extension is a big issue for the group.</li> </ul>
<b>Birchip Cropping Group</b>	<ul style="list-style-type: none"> <li>• Is a large grower group with 30 staff and a purpose built office.</li> <li>• The group is seeing less growers and more industry and field days.</li> <li>• The group had an Industry only day which was very successful.</li> <li>• 20 events a year some large field days.</li> <li>• BCG also does trial contracting which brings in the dollars.</li> </ul>
<b>Mallee Suitable Farming</b>	<ul style="list-style-type: none"> <li>• All events are free and are funded through projects the group does not charge membership fees.</li> <li>• MSF also fills a gap as there is little agronomic support in the low rainfall zone that the group operates in.</li> </ul>
<b>Hart field day site</b>	<ul style="list-style-type: none"> <li>• Operates on a user pays system, the group does not ask for paid members rather it charges for people to attend events.</li> <li>• The group contracts out trial management.</li> <li>• The heart field day site sees around 600 people a year.</li> </ul>
<b>Conclusions</b>	<ul style="list-style-type: none"> <li>• Research needs to farmer driven.</li> <li>• The finical pressure that groups are facing are going to be Australia wide.</li> <li>• Be creative with business models and above all have fun!</li> </ul>



## 10. Growing governance skills

### Wes Baker, WANTFA

Wes has been farming in Corrigin for the past 38 years where he originally ran a mixed farming enterprise, but now runs a continuous cropping operation; growing wheat, barley, canola, lupins and export hay. Wes has been involved with community groups and sporting clubs for many years serving as president for all of those organisations. Wes has been a member of the Corrigin Farm Improvement Group (CFIG) and served on the 11 committee for 11 years. Wes is has been on the board of WANTFA for six years and is currently the Chair of the Association. His role as Chair combined with his wealth of board has given Wes a special appreciation of the pivotal role that good corporate governance plays in the effective operation of any organisation.

Presentation Section	Key Points
Background	<ul style="list-style-type: none"> <li>• Core funding is a huge threat through lack of communication.</li> <li>• Sponsorship is getting less and less.</li> <li>• Being a chair involves a bit more work but is a good learning curve.</li> <li>• A few people are starting to talk boards and there is a slight difference between a board and a committee.</li> </ul>
WANTFA's implementation of cooperate governance	<ul style="list-style-type: none"> <li>• Board meetings went on for ever, however the group started a bit of a corporate governance push that made the meeting procedure more efficient.</li> <li>• Audrey bird was our board member when she went on a corporate governance push to set up a more efficient procedures especially around how meeting should be run.</li> <li>• WANTFA have about 7 staff.</li> <li>• WANTFA is a science and research based organisation.</li> <li>• At its peak the group had 1500-1200 members.</li> <li>• Getting up to 600 people at some events.</li> <li>• 600 members currently.</li> <li>• Did a study to better understand the group's membership base and found that they now cover more area, just less people.</li> <li>• Farms are disappearing thick and fast.</li> </ul>
Overview of the AICD Corse	<ul style="list-style-type: none"> <li>• The AICD course is worthwhile and interesting course.</li> <li>• Good overview of what's involved in being a director even though the course was very corporate focused the message was still be applicable.</li> </ul>
WANTFA Now	<ul style="list-style-type: none"> <li>• When WANTFA was seeking to develop better governance the group used a facilitator.</li> <li>• Going through the facilitation process can be expensive and there is a need for core funding to support this.</li> <li>• They also did of the board skills audit make sure the right people are doing the right job.</li> <li>• WANTFA is on the right track with corporate governance.</li> <li>• Simple is best.</li> </ul>

## 11. High Performance Boards

### Alison Gaines, Board specialist

Alison Gaines is a member of the leadership team of Gerard Daniels, and has led the Board Consulting practice since 2006, conducting executive and board searches, and providing wider governance, remuneration and organisational consulting to clients across all sectors and industries. Alison has extensive non-executive director and director experience accrued over twenty years, especially focussed on higher education and professional education. Alison was Chief Executive Officer of the Law Society of Western Australia Inc. for nine years, also responsible for a charity, industry superannuation fund and insurance mutual. She holds Bachelor of Arts (hons) and Bachelor of Laws from the University of Western Australia, Master of Arts (Public Policy) from Murdoch University, Graduate Diploma in Legal Practice from the Australian National University and Graduate Certificate International Corporate Governance from INSEAD; and is a Fellow of the Australian Institute of Company Directors, Fellow of the Australian Institute of Management and Member of the Singapore Institute of Directors. She is an Adjunct Professor of Murdoch University Law School.

Presentation Section	Key Points
Background	<ul style="list-style-type: none"> <li>• Good governance can take up a lot of the board's time, therefore it is imperative to understand what good governance looks like and why it is important.</li> </ul>
Features of High performance boards	<ul style="list-style-type: none"> <li>• Running the business to support the mission.</li> <li>• Important to have skilled directors.</li> <li>• Good boards work to sustain the organisation and build respect in the community.</li> <li>• Good boards have good leadership.</li> <li>• Good board will be accountable and make good decisions.</li> <li>• Well run boards achieve good recognition in the community.</li> <li>• A well run board will be more likely to attract good resources.</li> <li>• A good board will more than likely ensure that the origination is effective.</li> <li>• Good board will attract good staff to the organisation.</li> <li>• The organisation should be seen as a thought leader and the board would be the primary opinion leader.</li> </ul>
Operational Aspects	<ul style="list-style-type: none"> <li>• Need to have purpose and clarity around the role of a board member.</li> <li>• Need to articulate what skills you need.</li> <li>• Codes of conduct.</li> <li>• Leadership is critical for the board.</li> <li>• Have a succession plan in place and it is good to have some degree of turnover.</li> <li>• Boards make decisions not individuals, boards don't get involved in the day to day running of the organisation.</li> <li>• Need to have clear strategy.</li> <li>• Have standard document and reference everything you to your strategic direction.</li> </ul>
Directors performance	<ul style="list-style-type: none"> <li>• Directors need to be constantly reviewing their performance.</li> <li>• Annual review.</li> <li>• Independent review.</li> <li>• Board investment.</li> <li>• Spent time building corporate governance understanding the operating environment.</li> </ul>

## 12. Concurrent Sessions

### Livestock

#### Andrew Thompson, Murdoch University

Dr Andrew Thompson is an Associate Professor in Animal Science at Murdoch University. Over the last 25 years he has worked on a range of wool and lamb production projects across Australia. He has experience in leadership and science management at a National level, including the Sheep CRC and leadership of the National 'Lifetime Wool' project which developed new guidelines for managing Merino ewes and their progeny to increase whole farm profits and improve animal welfare. Currently leads a similar project for MLA on maternal ewes and several other projects focused on improving reproduction and efficiency and selection of more robust easy care sheep. He also runs a project management consultancy and was involved in developing and/or delivery of Lifetime Ewe Management and More Lambs More Often training programs.

Presentation Section	Key Points
Focus on reproduction	<ul style="list-style-type: none"> <li>• Greatest economic return depends not only gain per unit change but also current production level/scope to improve and ease of adoption of management change.</li> </ul>
Lifetime Ewe Management	<ul style="list-style-type: none"> <li>• Funded by AWI and managed by RIST in Victoria.</li> <li>• 6 x 1 day sessions over 1 or 2 years with local consultant.</li> <li>• \$865 per participant per year (some subsidy from AWI).</li> <li>• Focused on understanding principles and building confidence in feed budgeting and ewe management.</li> <li>• Over 2500 farmers nationally.</li> <li>• 10% increase in stocking and weaning rate.</li> </ul>
Bred Well fed Well	<ul style="list-style-type: none"> <li>• Funded by MLA and managed by Murdoch.</li> <li>• \$75 per person for 1 day 'hands-on' workshop.</li> <li>• Focused on developing breeding objective.</li> </ul>
More Lambs more Often	<ul style="list-style-type: none"> <li>• Funded by climate change funds and managed by RIST.</li> <li>• Flexible workshop (4-7 hours) no charge.</li> <li>• Focused on understanding impacts of seasonal variability on production and developing systems and strategies to improve flexibility.</li> </ul>
Research	<ul style="list-style-type: none"> <li>• Reproduction in ewe lambs               <ul style="list-style-type: none"> <li>- Variable performance in Merinos (30-80%) and maternals (50-140%) when mated at 8-9 months.</li> <li>- Cost management is critical – project with MLA to develop tools to help decide what ewe lambs to join, targets for joining and lambing etc.</li> </ul> </li> <li>• Immune function and lamb survival               <ul style="list-style-type: none"> <li>- Project investigated effects of very high levels of Vitamin E (plus SE) and Vitamin D, plus sulphur amino acids on immune function and lamb survival.</li> </ul> </li> <li>• Lambing density and survival.</li> <li>• Grazing cereals, minerals and ewe and lamb survival.</li> </ul>

## Clayton South, Tahara

Clayton runs his 4100ha mixed farm 30km north east of Wagin in the states Great Southern region. His property includes a 70/30 cropping and sheep program, including a 6000-7000 self-replacing Dohne Merino flock. Clayton is a part of the Wagin/Williams Precision Sheep Group and is currently transitioning into an electronic heard identification system.

Presentation Section	Key Points
Background	<ul style="list-style-type: none"> <li>• Farm 4127ha 30km NE of Wagin.</li> <li>• 65-70% crop; 6000-7000 breeding ewes; 1500-2000 ewe hoggets.</li> <li>• Sheep system made to fit around cropping system – still profitable.</li> </ul>
Self –replacing Dohne Merino flock	<ul style="list-style-type: none"> <li>• 2000-3000 mated with White Suffolks.</li> <li>• July lambing.</li> <li>• 100% production focussed.</li> <li>• All about yield – Lbs/WGHa, Wool/Ha.</li> </ul>
Production Focus	<ul style="list-style-type: none"> <li>• Pregnancy scanning.</li> <li>• Multiples ID'd and separated, dry's culled.</li> <li>• Twins separated into small mobs 60-180. Re-fenced paddocks to accommodate.</li> <li>• 30 day joining – selection pressure.</li> <li>• Wet and dry at marking – dry culled.</li> <li>• Foetal ageing               <ul style="list-style-type: none"> <li>- Ease of management.</li> <li>- Reduces tail.</li> </ul> </li> <li>• Rams selected on figures first.</li> </ul>
Wagin/Williams Precision Sheep Group	<ul style="list-style-type: none"> <li>• Supported by Making More From Sheep.</li> <li>• Co-ordinated by Anthony Shepherd of Sheepmatters – sheep consultant specialising in EID.</li> <li>• Cost is \$900 + GST for each business.</li> <li>• 8-9 producers, varied goals and staged of EID.</li> <li>• Meet every 2-3 months over 12 month period.</li> <li>• Technical support and guidance over that period.</li> <li>• Also discuss different sheep systems, current issues and a general sharing of ideas.</li> <li>• Recommended by consultant.</li> </ul>
EID benefits to business	<ul style="list-style-type: none"> <li>• Using micron discs to ID twins each year.</li> <li>• EID logical progression.</li> <li>• Purchased sheep handler with EID capabilities.</li> <li>• Endless possibilities               <ul style="list-style-type: none"> <li>- Life data – constants.</li> <li>- Production data – yearly.</li> <li>- Health records – traceability.</li> </ul> </li> <li>• Data collection and processing.</li> <li>• Help ID best performing animals.</li> <li>• Increase production and therefore profits.</li> </ul>

## Grains

### Steve Davies, DAFWA

Born in Adelaide where he went to an agricultural high school which actually taught agricultural science as a subject! Seven of the nine students who did the agricultural science course at that high school went on to do degrees and PhD's in agricultural science!

Steve completed his undergraduate degree in agricultural science at Adelaide Uni and his PhD at UWA based with CSIRO at Floreat. Steve has worked for 5 years with CSIRO Plant Industry in Canberra and 10 years with DAFWA in Geraldton and the best bunch of work colleagues you could imagine. Steve loves working with growers on improving their soils to grow more food.

Presentation Section	Key Points
Background and introduction	<ul style="list-style-type: none"> <li>• Think about what a politician is and what would they do to get us to buy in to a vision/concept.</li> <li>• Being authentic, genuine and having that real drive to make a difference is critical when running an effective extension program.</li> </ul>
The research question	<ul style="list-style-type: none"> <li>• Water repellence:               <ul style="list-style-type: none"> <li>- The DAFWA researcher worked with west midlands group to try and understand the fundamentals of the issue.</li> <li>- WMG in 08 was transitioning from NRM to productivity and was in a fortunate position to address the non-wetting soils issue.</li> </ul> </li> </ul>
Initial project overview	<ul style="list-style-type: none"> <li>• Need to have buy in from the end users of the project.</li> <li>• This project was the first to use a spader in the state.</li> <li>• Used all the growers' equipment for the first trials.</li> <li>• The project took a very collaborative approach working with rather than for growers.</li> </ul>
Continuation of the project	<ul style="list-style-type: none"> <li>• In 2010 DAFWA and WMG got a water repellence project funded.</li> <li>• A lot of growers trailed their own techniques.</li> <li>• Developed a sense of mutual learning.</li> <li>• Took lots of opportunities to collaborate with a number of industry players and grower groups.</li> </ul>
Value adding	<ul style="list-style-type: none"> <li>• Demanding way of doing business.</li> <li>• Getting some options out there.</li> <li>• The new project had a few good spin offs.</li> <li>• Giving the groups the responsibility to drive the project.</li> </ul>
Mutual Recognition	<ul style="list-style-type: none"> <li>• Mutual recognition.</li> <li>• Knowledge had grown a lot since the project.</li> <li>• Need authenticity.</li> <li>• There is a genuine drive in the industry and make things better.</li> </ul>

## Gary Lang, Facey Group

Gary is a farm business owner/manager who thrives on the science and business of farming. He has a continued focus on self-education having completed a Bachelor Business (accounting) at W.A.I.T. (now Curtin), Australian Institute of Management Farm Management course and Rabobank's Executive Development Program; being highlights. In the 33 years since Gary started farming, the farm has grown from a 1,200 ha stud merino enterprise to a 4,200 ha cropping focussed business. They grow wheat, barley, canola, lupins and oats across 90% of the farm; in a full controlled traffic program using VRT. A highlight of the Lang's farming has seen them being dual Facey Group Progressive Farmer Award winners in the Wickepin Shire; and actively involved with key research priorities locally. In 2015 Gary joined the Steering Committee of the GRDC's National Frost Initiative and continues to be part of the GRDC's Regional Cropping Solutions Network for Kwinana West.

Presentation Section	Key Points
Background and Introduction	<ul style="list-style-type: none"> <li>Frost can lead to about a 10% loss per year but avoidance cost more.</li> </ul>
Initial Observations	<ul style="list-style-type: none"> <li>In 2011 observed that burnt patches of a paddock that had substantial frost damage yielded around a tonne more than areas of the paddock where stubble was present.</li> </ul>
The role Facey Group played	<ul style="list-style-type: none"> <li>Took the idea to the Facey Group and got a GRDC extension grant to fund the first suite of trials and found there was a temperature difference on the bare ground compared to the ground with stubble.</li> <li>The group helps validate grower observations rather than just pub talk.</li> </ul>
How a small idea has made a big difference	<ul style="list-style-type: none"> <li>The group allows ideas to be replicated.</li> <li>Like-minded people to test ideas on.</li> <li>This contribution has now provided another focus to frost research.</li> <li>Help others.</li> <li>On a personal level this can provide opportunities for you outside your patch. Opportunities to get outside for you outside your patch.</li> </ul>

## Workshop

### **Julianne Hill**

Julianne grew up farming near Ravensthorpe on WA's south coast and on family properties in South Australia. She later studied at Muresk where she received her Associate Diploma in Agriculture; and her Bachelor of Management (Agric) through the University of Sydney. Following Muresk, Julianne managed properties in the eastern wheatbelt, and then bought a property with her husband near Ravensthorpe where until recently they produced canola, wheat, barley, sheep and cattle. Having worked with DAFWA for 19 years first as a biosecurity officer, then as a farming systems development officer (grains/livestock, and high rainfall beef), Julianne has been working as a Regional Cropping Solutions Coordinator with the GRDC since its inception in 2011. Julianne believes that aside from seasonal conditions and input costs, one of the major challenges facing the agricultural industry is the lack of knowledge or interest in farming and agriculture from outside the industry, the growing divide of city and country, and the speed in which technology is changing.

This section will provide participants with a practical framework for translating their on farm issue to a research question that which can then be used to drive projects that address farmers needs at a grass roots level.

### 13. Business Discussion Groups: One year on, where are we now?

Danielle England, AgInnovate & Doug McGinniss, MADFIG

Danielle is a specialist agricultural extension consultant and a passionate farmer based in Narrogin Valley, Western Australia. Over the past 20 years in the Australian agricultural industry Danielle has worked with grower groups, research organisations and farm businesses to optimise farm profitability and productivity. At AgInnovate Danielle manages the mixed-farming research and development program, Grain and Graze 3, in WA for Grains Research and Development Corporation (GRDC) in cooperation with the Facey Group; and works with other grower groups across WA to ensure the successful on-farm delivery of D&E programs. Today Danielle will be talking about farm business discussion groups, how to establish them, how to set the ground rules, choosing the personalities, and basically what ‘talking about business’ can do to your bottom line.

Presentation Section	Key Points
<b>Introduction and Background</b>	<ul style="list-style-type: none"> <li>• Can we sit down and talk about the business risk.</li> <li>• What’s our target profit.</li> <li>• It’s about getting dynamics right.</li> </ul>
<b>Case study - Danielle</b>	<ul style="list-style-type: none"> <li>• Fraser has to grow grass.</li> <li>• Has 3 pivots across 60ha.</li> <li>• Fraser is part of a Farm Business Discussion Group and catches up with each other every 5-8 weeks.</li> <li>• It’s the benefits of those one on one car conversations.</li> <li>• Business discussion groups are used as a critical point in diary and overseas as a critical competent of any extension program.</li> </ul>
<b>The Nuts and Bolts of a Farm Business Discussion Group - Doug</b>	<ul style="list-style-type: none"> <li>• Host farmer gets to identify the issue that needs addressing.</li> <li>• Then talking about how they go about tackling the issue.</li> <li>• Eastern Wheatbelt business is a constant challenge.</li> <li>• There is a knowledge gap, but working with your neighbours can help fill that gap.</li> <li>• Nigel McGuckian came over last year to get things going.</li> <li>• Where are we at now, all agreed to put everything on the table.</li> <li>• You are stilling finding out stuff about each other.</li> <li>• Dr Karl quote a huge amount of knowledge need to relay on different people to help you make the best decisions.</li> <li>• Need ground rules around how these groups operate.</li> </ul>



## 14. Private sector relationships: How they work with grower groups?

**Rick Horbury, Bayer**

Rick has been with Bayer since 2007 and involved in developing Sakura, Velocity and Prosaro, previous to this Rick was working with CSIRO studying aphids for 12 years. Since 2010 Rick has been very active in studying Sclerotinia in canola and helping to develop and register use patterns for both Prosaro and Aviator Xpro. Rick is actively involved in trials and sponsorship with Northern Agri Group, Mingenew Irwin Group, Liebe Group, West Midlands Group and WANTFA. Rick enjoys the opportunities to meet and interact with a wide range of grower and industry people from his association with grower groups and is very pleased to be invited to speak on this today.

Presentation Section	Key Points
<b>Background and Introductions</b>	<ul style="list-style-type: none"> <li>• Bayer has formal interactions with a number grower groups.</li> <li>• Rick works north of great Eastern Highway.</li> <li>• No formal agreement is the same.</li> <li>• Dynamic relationships.</li> </ul>
<b>What a commercial partner likes to see in groups</b>	<ul style="list-style-type: none"> <li>• Wants to know the background statistics.</li> <li>• Farm representation.</li> <li>• Need to show the value.</li> <li>• Total dollar value including GST.</li> <li>• Get the in kind contributions sorted have clear ground rules.</li> <li>• Sponsors Like to be involved and engaged and are seeking more than just a transactional relationship.</li> <li>• Some agreements bring in trials group.</li> </ul>
<b>How groups should engage with funding partners</b>	<ul style="list-style-type: none"> <li>• Groups need to remember that sponsors are investing more than just money but also time and expertise.</li> <li>• Need to be clear about the ground rules - key to a good partnership is communications.</li> <li>• Partners are not an ATM.</li> <li>• Avoid working a sponsorship agreement as a transaction.</li> <li>• Engage with your partners and seek to bring them in to the fold.</li> <li>• How to build better partnerships.</li> <li>• Engagement with private industry, and the public sector.</li> <li>• Move beyond the status quo.</li> </ul>

## 15. Making meaningful connections

### Robyn Henderson, Networking to Win

Global Networking Strategist, Robyn Henderson has spoken in 12 countries, presents over 120 times each year and has never advertised. All her work comes from networking, referrals, her website and LinkedIn. She has authored and contributed to more than 25 books on networking, business and career development. Her career includes 22 years as a professional speaker, 10 years in sales and telemarketing management and 13 years in hospitality. Robyn also successfully ran women's networks in Sydney for 6 years in the early '90s and was listed in the Businesswomen's Hall of Fame and listed in the Top 100 Spirited Women of Australia (New Woman Magazine). Robyn is passionate about networking and knows it can open doors for anyone locally, nationally and internationally. Systems are the key to staying connected, expanding your networks and becoming a sphere of influence. In her interactive session she will share how to maximise your GGA membership and your potential networks and secure a maximum return on attendance at this year's forum.

Presentation Section	Key Points
Introduction	<ul style="list-style-type: none"> <li>• Have a systems approach to networking.</li> </ul>
Three Universal Laws of Networking	<ul style="list-style-type: none"> <li>• Give without expectation.</li> <li>• Have an abundance mentality.</li> <li>• What you give out comes out ten fold.</li> </ul>
How to approach and event an maintain the connection.	<ul style="list-style-type: none"> <li>• Have a plan before you go to an event.</li> <li>• Work out what you are there for, why you are there and how you are going to achieve your goals before you go in.</li> <li>• Just write it down if you want to.</li> <li>• If you can't catch up with someone face to face organise a teli-coffee with them.</li> <li>• Have a network tracker, so you have an idea of who you need to touch base with.</li> </ul>
Final tips	<ul style="list-style-type: none"> <li>• Make time and engage with people.</li> <li>• Plan when approaching someone.</li> <li>• Just say something.</li> <li>• Look for the distracted eyes.</li> <li>• Act like the host.</li> <li>• Have trilogy of trust.</li> <li>• Give a little bit get a little bit.</li> </ul>

## 16. Evaluation Results

### *What speaker, activity, or idea stood out to you today?*

Neels Botha

- Great idea to benchmark
- Very good messages

Julianne Hill

- Workshop was excellent
- Workshop on how to turn an idea into a project was extremely useful
- Excellent – being new to the field it was great to have the process explained

Robyn Henderson

- Excellent
- Great Activity

### *What was your key take home message from the event?*

- Trust, collaboration and sharing is how our industry will move forward
- Utilize industry networks constantly. Good governance is imperative. There are plenty of opportunities for grower groups.
- Grower groups need to share information and make a strong connection with sponsors
- Communicate with sponsors more often. Communicate with other grower groups more often as well.
- That all groups face challenges however they may vary. We should all work together to help not compete against each other.
- The importance of networking, and that there are many large groups out there willing to provide money for projects, we just have to ask.
- Better communication between groups, relationship building and networking.

### *How would you and your grower members describe the role and purpose of sponsors within your group?*

- A partnership which is imperative to the long term financial sustainability of the group, but also a mutual beneficial relationship. Sponsors are treated as members of the group and included in pretty much everything the group does, but also utilised for networks, information and sometimes resources e.g. fertiliser for trials
- Very important, and they could perhaps be more involved in our groups, though I don't use them currently
- Funding, research and trials
- Funding, the members don't want them to dominate field days, they see it as a partnership helping each other
- Sponsors assist in meeting field day costs and help us to put on a social ending to the day. We don't want to be dictated to by the sponsor and want enough freedom in the loose relationship that will enable sponsors to attend the day.
- To assist our group with sharing information and bringing attention to current events in ag (e.g. through events or trials)
- They have enabled our group to continue to extend research and information to our members as well as go on with other activities without having to rely on getting funding every time.
- They are cash contributors as well as a network force within the industry, they are vital to ensure we can deliver our members what they need.
- They are quite absent, and are there to provide the money. We don't have a lot to do with them besides reporting. The shire is not hugely cooperative or approachable.
- Value adds activities through funds or in-kind participation.

**Other Comments:**

- Informative and friendly day, thank you!
- Another successful event, great work
- Very enjoyable day
- Great job on another fantastic forum

***Suggestion for future GGA activities and support (operational support, networking, training, event support, RD&E network, project brokering and collaborations, communication/extension):***

- Financial management practices
- Maintain current activities; continue governance training project/funding
- Corporate governance will be an added expense to those groups intending to go ahead with it, so GGA may need to help find the cheapest option for them to go through the process
- How to complete a tender document
- RD&E networking
- Farmer/member professional development options
- More on supply chain and how business can operate in that area



# GIWA

Grain Industry Association  
of Western Australia

The Grain Industry Association of WA (Inc) holds open public information meetings annually in autumn and spring to discuss market and seasonal developments, value chain issues and RD&E for Wheat, Barley, Oilseeds, Oats, and Pulses in WA.

Established in 2008, GIWA is a not-for-profit, member-based industry association serving the entire grains value chain in Western Australia through leadership and self-regulation, communication and information exchange, and project based supply chain solutions.

Connecting the trade with growers, breeders and researchers, GIWA services "industry good" commodity councils for Wheat, Barley, Oats, Oilseeds, Pulses and the GIWA AGI Council for skills development and capacity building.

Co-located with the Australian Export Grain Innovation Centre (AEGIC) in South Perth, GIWA collaborates with Grain Trade Australia to be the caretaker of coarse grain standards in Western Australia, and is the administrative base for the Grower Group Alliance, the AGI Capacity Building Project and the COGGO Research Fund.

## GIWA FORTHCOMING EVENTS - RSVP's essential

### GIWA Annual General Meeting

Wednesday 14th October, 3pm - 4pm, University Club, UWA, Hackett Drive, Crawley Members only

### GIWA Annual Industry Sundowner "Trends in Global Grain Value Chains: Implications for Western Australia"

Wednesday 14th October, 4pm – 7pm, University Club, UWA, Hackett Drive, Crawley Members free, non-members \$40

### Seeding Success

Thursday 26th November, 8.30am – 1.00pm, Tompkinson Swan, Alfred Cove Best-practice trends in agronomy and pre-harvest technical insights Members \$30, non-members \$50

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Ph: 08 6262 2128 Email: [info@giwa.org.au](mailto:info@giwa.org.au)

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Po Box 1081, Bentley DC, WA, 6983

## Appendix One – Tamika Heiden Presentation



# Knowledge Translation and Extension

GGA Annual Forum 2015

## Definitions

Knowledge Translation is the synthesis, exchange and application of knowledge by relevant stakeholders to accelerate the benefits to global and local innovation in strengthening health systems and improving peoples health. (World Health Organisation)

Extension is about working with people in a community to facilitate change in an environment that has social, economic and technical complexity.

## Observations

Knowledge Translation (KT) has been evolving over the last 15 or so years. Like extension, KT is a discipline with a body of literature and specialists to provide KT training, services and advice.

Specific to extension, the farmer First model introduced much more of an exchange system of translation (more inclusive) where farmers have input to the research and the extension via participatory action research processes.

Extension agents are what we in KT know as knowledge brokers, and the grower groups would be considered intermediaries. One of the most notable differences is the addition of implementation science within KT, a discipline within a discipline if you like. The adoption process may be what is known as implementation science in the medical field.

There appears within the literature to be some division between the research and the extension agent/process. When does the extension agent get involved? Who does the farmer/researcher brokering? Is this the extension agent or perhaps it is the grower group alliance in this case. That then means that the broker is the grower group but who is the extension agent?

## Timelines comparison

	Knowledge translation	Extension
1914		Smith-Lever Act in USA - Agricultural Extension Services Established
1950's	Debate began over using research to inform practice	
1960's		Model was the Diffusion of innovations and transfer of technology
1970's	Research Utilisation - Linear view of translation as unidirectional	Farming systems research developed in response to failure of technology approaches.
1980's		Extension projects and programs became characterised by formal and informal participation, consultation and interactions - to define problems, design processes and deliver practical solutions.
1990's	Evidence based medicine movement. Clinicians expected to search out information needed	Extension is now seen as a discipline with a body of literature, methodologies, methods and processes which are capable of delivering outcomes and meeting diverse client needs. - extension is no longer something that just anyone can do - specialist area.
2000's	New set of models in health. Interaction between research and practice. Funding agencies demanding impact.  Emerging concept of knowledge exchange.	

## Types of KT

### 1. End of Grant KT

In end of grant KT, the researcher develops and implements a plan for making knowledge users aware of the knowledge that was gained during a project. Therefore, end of grant KT includes the typical dissemination and communication activities undertaken by most researchers, such as KT to their peers through conference presentations and publications in peer-reviewed journals.

End of grant KT can also involve more intensive dissemination activities that tailor the message and medium to a specific audience, such as summary briefings to stakeholders, interactive educational sessions with patients, practitioners and/or policy makers, media engagement, or the use of knowledge brokers. The commercialization of scientific discoveries is another form of end of grant KT.

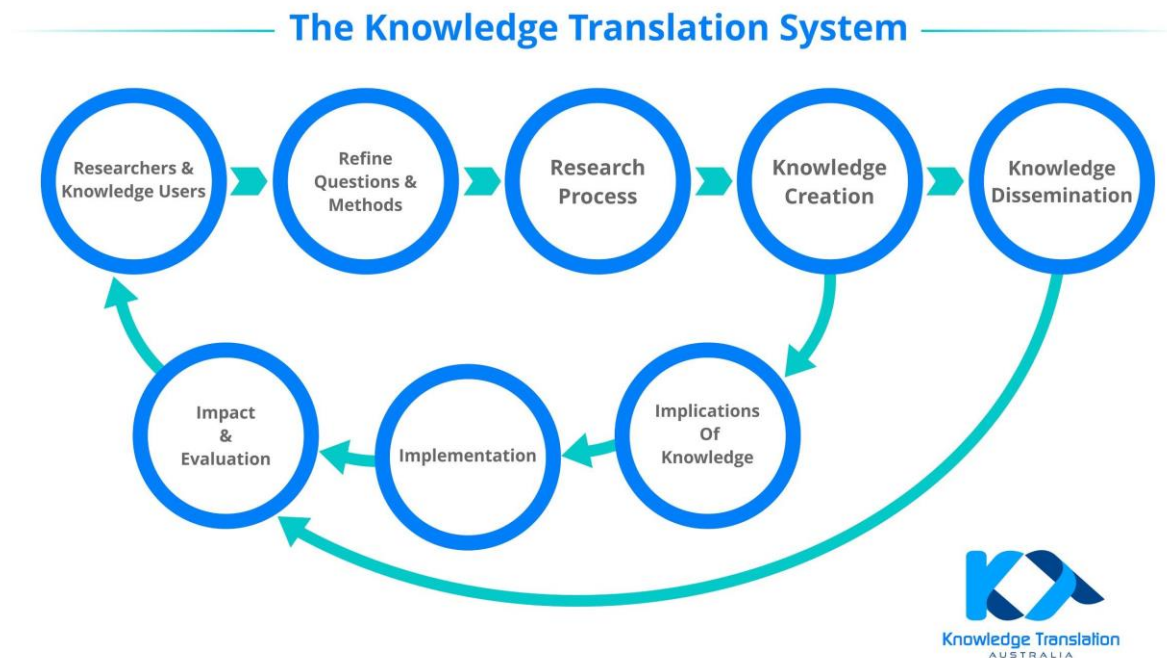
### 2. Integrated KT

In integrated KT, stakeholders or potential research knowledge users are engaged in the entire research process. By doing integrated KT, researchers and research users work together to shape the research process by collaborating to determine the research questions, deciding on the methodology, being involved in data collection and tools development, interpreting the findings, and helping disseminate the research results. This approach, also known by such terms as collaborative research, action-oriented research, and co-production of knowledge, should produce research findings that are more likely be relevant to and used by the end users.



## Steps in integrated KT

Based on the theoretical frameworks of integrated KT - it does not always work like this - also end of grant KT is a possibility.



### 1. Researchers and Knowledge Users/ Refine questions and methods

A vital and important part of the KT system is the sharing, gathering, co-exchange of knowledge to develop questions, assess readiness and determine barriers and facilitators to possible future change.

Models of knowledge translation start with the co-creation of knowledge and co-exchange of ideas with people outside of the academic realm and the possible end users of the research. to develop the research questions and direction and also to determine barriers and facilitators to the possible use of research findings.

Involvement of non-academic partners and stakeholders is highly recommended where possible and appropriate. Thoughts about how this might work and what it might look like are commonplace at this stage. What platforms will be used, will we have stakeholder meetings etc and how long, when, where, with what agenda?

Knowledge translation planning in association with end users and relevant stakeholders to determine all sorts of information including the above but also around expertise available and required, resources available and required, and importantly the key goals of the project and its findings and how to make the goal happen - key messages for each of the audience and acknowledgement of the format of delivery of messages and information.

## 2. The Research Process

During the research process (can be many years) it is necessary to determine who will be involved throughout the process, how will they be involved, how will you manage this involvement, how do you make this a valuable and worthwhile experience for everyone involved.

- a. Platforms for collaboration
- b. Steering groups/stakeholder reference groups
- c. Regular forums for feedback
- d. Reporting/publications etc

## 3. Knowledge Creation

Knowledge has been produced - research project/program finished.

- a. At this stage research knowledge needs to be contextualised to fit within current knowledge and processes. Again this will involve stakeholder involvement.

## 4. Dissemination of research knowledge

This can be academic and non-academic

- a. Social media
- b. Plain language summaries
- c. Policy briefs
- d. Journal articles and conferences
- e. Infographics

## 5. Implementation of knowledge

This stage requires putting the knowledge generated into practice. There is a specialty called implementation science and additional models and frameworks around how to implement the knowledge into practice.

## 6. Evaluation/impact measurement

Did you achieve your goals and desired outcomes. Was the implementation effort successful, if not why not etc.

Feedback into future research

- a. Evaluation the outcomes and success of the implementation will allow for consideration of what worked, what didn't work and what the new questions are that were raised.

## **Implementation**

Definition - the use of strategies that promote the adoption, integration, and scale up of evidence based interventions and change practice within specific settings.

Implementation requires a plan a process and a team.

## **Some terminology associated with Implementation Science**

### **Adaptation**

The modifications of the intervention itself or the necessary alterations in the supporting infrastructure

### **Adoption**

The uptake of the desired intervention into the target population or uptake by the implementers

### **Fidelity**

The adherence of actual treatment delivery to the protocol originally developed or the degree program developers implement programs as intended by the developers

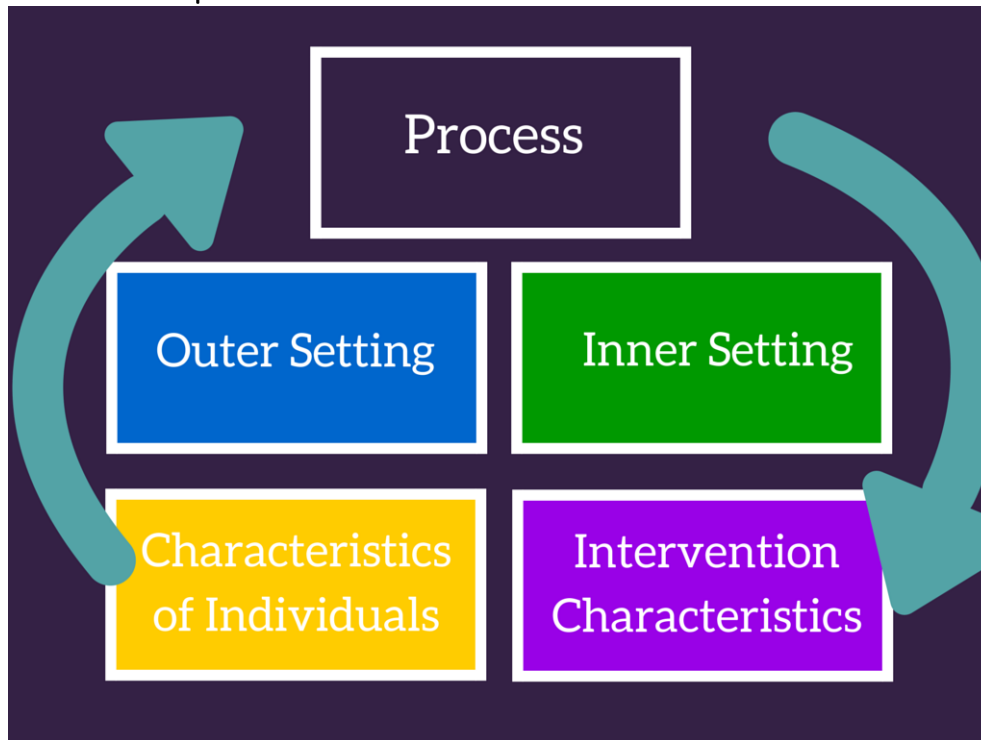
### **Scalability**

Scalability is achieved when the evidence-based intervention is routinely executed and can be extended to other environments for greater impact.

### **Sustainability**

Long term sustainability is critical in implementation and can be dependent upon funding availability and policies which support a functional infrastructure that maintains fidelity of the evidence-based intervention (e.g. training, laws, and reimbursement for services).

## The 5 Domains of Implementation



### Process

- Involves the planning and engaging of the appropriate individuals.

### Outer setting

- Is the economic, political and social context within which an organisation resides.

### Inner setting

- Includes features of the structural, political and cultural contexts of an organisation within which the implementation process will take place.
- Structural characteristics can include the age, maturity and size of an organisation.
- Includes a consideration of the tension for change and the organisation's capacity for change.

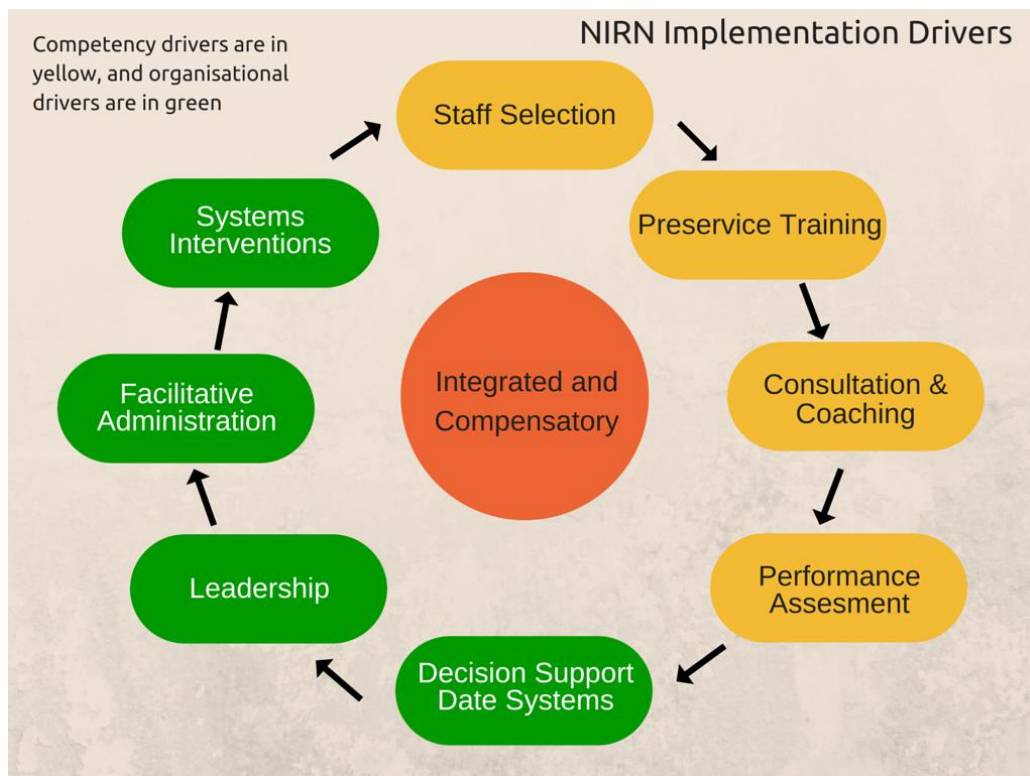
### Characteristics of the individuals

- The individual's attitude toward the value placed on the intervention.
- A person's belief in their capabilities to achieve the implementation goals.
- Personal attributes such as motivation, values, competence, innovativeness.

### Intervention characteristics

- Includes the strength and quality of the evidence.
- The relative advantage of the intervention over other options
- Adaptability
- Trialability - ability to be piloted.
- Complexity and cost.

## NIRN Implementation Drivers



### Staff Selection -

Who is qualified to deliver the implementation.

### Pre-Service Training -

Specific to child youth mental health workers continued professional development.

### Consultation and coaching -

One off training of new skills does not lead to implementation. Practice, feedback and peer support are necessary.

### Decision support data systems -

Includes program evaluation, assessment of the newly implemented practice procedure to see if it is achieving the desired outcomes

### Leadership -

Drives the change process.

### Facilitative administration -

The structures and processes that support the implementation activities.

### System interventions -

Strategies to work with external systems to ensure the availability of financial, organisational and human resources required to support the implementation process.