

Australian Walnut Industry Development

Colin Jack
Australian Walnut Industry Association

Project Number: WN10000

WN10000

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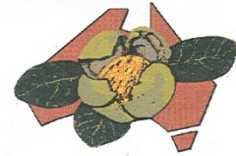
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AUSTRALIAN WALNUT INDUSTRY ASSOCIATION



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FINAL REPORT

PROJECT: **WN10000 - Australian Walnut Industry
Development**

**PROJECT
COMPLETION
DATE:** **30th September 2012**

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PROVIDER:** **Australian Walnut Industry Association**

PROJECT NO: WN10000
DATE OF REPORT: 10th October 2012

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This Horticulture Australia Limited project report details results from the employment of an interim Industry Development Officer (IDO) to continue with the review of walnut industry development needs, assess relevant models of successful industry development, prepare a plan and implement a program of technology transfer until a new Walnut Industry Technical Communications Officer is employed.

DISCLAIMER:

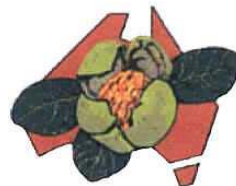
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Funding Sources: This project has been funded by HAL using voluntary contributions from industry and matched funds from the Australian Government.

Horticulture Australia Limited



Australian Walnut Industry Association



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MEDIA SUMMARY

As the Australian Walnut industry continues to grow, additional capacity is required to undertake industry development planning and implementation. The needs of the industry are broad and complex. Previously industry development activities were undertaken by volunteer representatives from the Australian Walnut Industry Association (AWIA) and a former State Government funded Industry Development Manager.

So that the Australian Walnut Industry Association (AWIA) could have a sustainable approach to industry development a Pre Industry Development Officer (IDO) Project Manager was employed. The employment of this dedicated person provided interim industry development services and the preparation of an industry development plan that will be used to accelerate existing planning and bring new information to the AWIA Committee.

Phase 1 of the project resulted in the

- Implementation of a report which included recommendations/actions prioritising Industry Development for the next five years,
- Preparation of appropriately detailed funding submissions as required,
- Provision of some administrative assistance and organisational support to AWIA in relation to the industry R&D program.

Phase 2 of the project resulted in the

- Continued engagement of the pre IDO Project Manager, and
- Implementation of specific programs including
 - Communication roles with organisations including HAL and the Australian Nut Industry Council (ANIC)
 - Walnut Industry Field Day
 - Application for National Industry Development Officer Project
 - Application for Study Tour to China in 2013
 - Implementation of programs to bring growers to a level of Quality Assurance/Food safety
 - Preparation and distribution of monthly information by e-mail and/or hard copy
 - Keeping growers up-to-date with technical and general information
 - Employment process for an IDO/Technical Communications Officer (TCO) to be employed as of 1st October 2012.

The good results of this project have enabled the Australian Walnut Industry to finalise the Walnut Industry Development Needs Analysis and implement a range of activities that has improved technology transfer to all Australian walnut growers. In addition the project has led to the appointment of a part time Walnut Industry Technical Communications Officer.

SUMMARY

As the Australian Walnut industry continues to grow, additional capacity is required to undertake industry development planning and implementation. The needs of the industry are broad and complex. Previously industry development activities were undertaken by volunteer representatives from the Australian Walnut Industry Association (AWIA) and a former State Government funded Industry Development Manager (IDM).

The project was undertaken in two phases:-

Phase 1: 8th March 2011 to 30th October 2011

So that the Australian Walnut Industry Association (AWIA) could have a sustainable approach to industry development a Pre Industry Development Officer (IDO) Project Manager was employed. The employment of this dedicated person provided interim industry development services and the preparation of an industry development plan that will be used to accelerate existing planning and bring new information to the AWIA Committee.

The project

- provided an implementation report with recommendations/actions prioritising Industry Development for the next five years,
- prepared appropriately detailed funding submissions as required, and
- provided some administrative assistance and organisational support to AWIA in relation to the industry R&D program.

Through the project a scoping study of existing information available from the walnut industry was undertaken encompassing the Walnut Industry Strategic Plan 2008/12, the Industry Development Needs Assessment (IDNA) tools (HAL) and specific briefings from AWIA.

A review of industry development trends in other nut industries and overseas, including guidance from HAL and the Industry Development Portfolio Plan 2008-11, was undertaken.

Phase 2: 1st November 2011 to 30th September 2012

Part of Phase 1 was to recommend a project extension through until the 30th September 2012.

During Phase 2, AWIA was able to

- a) Continue the engagement of the pre IDO Project Manager, and
- b) Implement the activities listed in Tool E of the IDNA Report as outputs from the initial project
 - Undertake communication roles with organisations including HAL and ANIC
 - Organise the Walnut Industry Field Day
 - Prepare an application for National Industry Development Officer Project
 - Prepare an application for Study Tour to China in 2013
 - Implement training programs to bring growers to a level of Quality Assurance/Food safety
 - Prepare and distribute monthly information by e-mail and/or hard copy
 - Keep growers up-to-date with technical and general information

- Undertake employment process for an IDO/Technical Communications Officer (TCO) to be employed as of 1st October 2012.

This project has resulted in the Australia Walnut Industry Association

- 1) Finalising the Australian Walnut Industry Development Needs Analysis process,
- 2) Implementing the activities listed in Tool E and utilising the Action Plan in Tool F of the IDNA Report,
- 3) Reviewing and implementing the AWIA Strategic Plan 2008 - 2012,
- 4) Establishing a part time position for a Walnut Industry Technical Communications Officer, and
- 5) Advertising for a part time Walnut Industry Technical Communications Officer with an appointment to be finalised by October 2012.

INTRODUCTION

The Australian Walnut Industry Association (AWIA) is the peak body representing the interests of persons directly involved in the walnut industry. The industry is rapidly expanding its production as a result of increased plantings over the last ten years. As a result the industry requires substantial continuing development to support this expansion. Production in 2009 was about 1,160 tonnes; however, the orchards planted between 2004 and 2007 will come into bearing during next several years (Australia's Nut Industry Growing for Success, 2011 ANIC).

An Industry Development Manager very successfully contributed to industry development for many years mainly providing technical extension services to walnut growers and potential industry entrants. The IDM also had a key responsibility in drafting the Industry Strategic Plan with the AWIA Committee, and assisting with its implementation. The IDM represented the industry at various forums and worked with the committee for the 2009 International Walnut Symposium in Melbourne. Funding from DPI Victoria for the IDM ceased in 2009/10, leaving a gap in industry development services to the walnut industry.

The AWIA Committee are volunteer representatives who manage orchards and their associated business on day to day basis and do not have the capacity to undertake an industry development role for the industry. AWIA wishes to develop the industry using wider strategic capacity building methods. AWIA has identified continuing industry development, across a wide range of areas such as those identified in the Strategic Plan 2008/12. The membership has identified post harvest processing and storage, market expansion both domestic and export, and specific research and development to support production growth as important issue to be addressed. AWIA sees a need to continue to build skills development, access up to date information on production methods, and growers being well informed.

The project aimed to employ an interim Industry Development Officer (IDO) Project Manager to continue with the review of industry development needs, assess relevant models of successful industry development and prepare a plan.

At the completion of the project the Australian Walnut Industry Association was in a position to advertise for and employ a part time Walnut Industry Technical Communications Officer with relevant roles and responsibilities to further develop the Australian Walnut industry over the next three years.

METHOD AND ACTIVITIES

The Objectives of the Industry Development Needs project were as follows:

- Provide interim industry development services by providing organisational support for current industry development activity including communicating via newsletter and website to membership and be point of contact for inquiries.
- To undertake a scoping study of the industry development requirements.
- To identify sources of funding and in consultation with AWIA executive.
- To coordinate a funding submission for ongoing industry development for a program to commence during 2011/12.
- Commence initial planning for Walnut Industry participation and attendance at the 6th International Symposium China (2013).

These objectives were achieved through:

1. Using the Industry Strategic Plan, Industry Survey Tools, the Industry Development Needs Assessment (IDNA) kit (HAL) and other relevant existing materials, undertake a review of Walnut industry development needs.
2. Reviewing industry development strategy options including current activity.
3. Developing a new list of industry development needs with AWIA.
4. Prioritising industry development needs and funding required.
5. Determining delivery options.
6. Creating an Implementation Plan.
7. Identifying potential funding sources /opportunities and draft industry funding applications to support this process.
8. Putting in steps to employ a new part time Technical Communications Officer.

EVALUATION

PHASE 1: 8th March to 30th October 2011

The Project objectives were achieved through the utilisation of the Industry Development Needs Assessment (IDNA) program, the collation of information from the Walnut Industry and the presentation of documents to AWIA for industry comment and feedback.

The outputs below detail the work undertaken to achieve the project objectives.

Outputs:

1. Preparation of Draft Documents

The Project Manager completed a range of documents including:-

- IDNA Tool A
- IDNA Tool B
- IDNA Tool C
- IDNA Tool D
- IDNA Tool E
- IDNA Tool F
- Draft Strategic Plan document

The documents were presented to the Project Management Committee for consideration and amendment where appropriate.

2. Management Committee Meeting

The Management Committee held a teleconference meeting on Wednesday 18th May 2011 at 12:00 midday (EST).

Copy of the Agenda is attached as Appendix A of this report.

Copy of the Minutes is attached as Appendix B of this report.

3. Revision of Documents

Considering the input of the Project Management Committee the relevant project documents were revised and were presented to the broader Walnut Industry membership at an industry workshop in August 2011.

4. Industry Workshop

An Industry IDNA Workshop was held on Sunday 14th August 2011 at Tatura, Victoria. The agenda and information collected from the participants is detailed in Appendices C and D to this report.

The relevant information has been built into IDNA Tools E and F (as shown in Appendices I and J).

5. Review of Documents

A report was prepared and presented to the Project Management Committee and the Executive of the Australian Walnut Industry Association, by the Project Manager, at an Executive Meeting held on the Friday 21st October 2011 in Melbourne.

All the relevant IDNA Tools are attached as Appendices E, F, G, H, I & J to this report.

6. Employment of an Industry Development Professional

On the finalisation of the IDNA action plans and the signing off of the Strategic Plan the Australian Walnut Industry Association prepared both a Job and Person Description for the future Industry Development Professional position. See Section 9 of Phase 2 below for detailed information.

PHASE2: 1st November 2011 to 30th September 2012

The Phase 2 project objectives were achieved through the utilisation of the IDNA program, the collation of information from the Walnut Industry and the presentation of documents to AWIA for industry comment and feedback.

The outputs below detail the work undertaken to achieve the project objectives.

1. Continue the engagement of the project staff

Through a variation AWIA was able to extend the project until the 30th September 2012. This allowed AWIA to continue to employ the Pre Industry Development Officer Project Manager through until the 30th September 2012.

The employment was funded directly from AWIA voluntary contribution funds (1st November 2011 to 30th June 2012) and additional matched funds from the Australian Government through Horticulture Australia Limited for the period 1st July to 30th September 2012.

2. Undertake communication roles with organisations including HAL and ANIC

Through the Pre IDO Project Manager AWIA has been able to communicate directly with Horticulture Australia Limited, Plant Health Australia and the Australian Nut Industry Council.

Representatives of AWIA Executive and/or the Pre IDO Project Manager have attended the November 2011 and May 2012 industry forums for both Horticulture Australia Limited and Plant Health Australia.

Representatives of AWIA attended the ANIC Research Forum held on Friday 21st September 2012 and presented a brief paper on the research and development priorities of the Australian Walnut Industry.

Regular articles are prepared by the AWIA President for each of the quarterly editions of the Australian Nutgrower. In addition the Pre IDO Project Manager has been responsible for preparing relevant technical articles as they relate to the industry R&D projects.

3. Organise Walnut Industry Field Day

The PIDO Project Manager in conjunction with the AWIA Executive prepared and presented a Walnut Industry Workshop/Field Day on Saturday 25th February 2012.

A copy of the program is included in this report as Appendix L.

All of the presentations have been downloaded onto the AWIA website.

The following is an extract from the President's Report for the March 2012 Australian Nutgrower.

"The Australian Walnut Association held a highly successful industry workshop at Tatura on the 24th February 2012. Over 30 growers attended and had the opportunity to consider issues relating to crisis management and quality assurance. Growers had a robust discussion about what were the important parameters for achieving high quality nuts. Some of the major parameters are moisture at harvest and then after drying; colour; oil content; oil oxidization; flavour (bitterness); kernel shrivel and/or damage; shell cleanliness and size. The challenge for the industry is to build some relevant detail around these parameters that then can be used to assist growers at harvest, during drying and throughout the storage process.

Growers also provided an overview to the current season in relation to Walnut Blight control. It is obvious that improved environmental conditions have assisted in reducing the level of the disease within the orchard. In addition information used from the Blight Workshop in August 2011 was used by growers to some effect. The level of sprays used varied from one orchard to another and from one region to another. One of the crucial factors appears to be the level of active copper applied per hectare of orchard.

Thanks to Richard Bennett (HAL), Terry Rudge (Freshcare) and Harold Adem (Victoria DPI) for their informative and thought provoking presentations.

The Blight Workshop proceedings were made available to growers at this Workshop and for those who attended the Blight Workshop in August but did not attend this workshop will receive their copy via the mail. The proceedings are a valuable record of the information presented and can be used as a reference tool going forward. Another Blight Workshop is planned for spring 2012."

The issue of Crisis Management has been taken forwarded to the AWIA Executive Committee with the aim of establishing a Walnut Crisis Management Plan.

4. Prepare application for National Industry Development Officer Project

An application was prepared and submitted to Horticulture Australia Limited for the establishment and employment of a National Industry Development Officer/Technical Communications Officer.

The original application was submitted in the 2011/12 industry call.

The application was approved by Horticulture Australia Limited.

Due to changes in the requirements of AWIA a variation to the original application was requested and approved.

Project “WN12000 - Maintaining and expanding the technical development of the Australian Walnut Industry” has subsequently been accepted by Horticulture Australia Limited.

This is a three year project with a commencement date of 1st October 2012.

5. Prepare application for Study Tour to China in 2013

An application was prepared and submitted to Horticulture Australia Limited for a Study Tour to China in July 2013.

The original application was submitted in the 2011/12 industry call.

Project “WN12701 - Attendance at VII International Walnut Symposium in China” has subsequently been approved by Horticulture Australia Limited.

This is a one year project with a commencement date of 1st February 2013.

6. Implement training programs to bring growers to a level of Quality Assurance/Food safety

Quality of Australian Walnuts is an important issue for AWIA. As a result the project “WN11001 - Determining and establishing quality parameters for Australian Walnuts” was implemented on the 9th September 2011.

Through a variation the project has been extended through until the 30th August 2013.

Results from this project include a full literature review along with the development of a new Walnut Handbook for determining and establishing quality parameters for Australian walnuts.

Details from this project have been reported to the AWIA membership at a Winter Symposium held on the 18th August 2012.

Aspects of Quality assurance and/or Food Safety were covered in the Walnut Industry Workshop held on the 25th February 2012 as per the report above.

7. Preparation and distribution of monthly information by e-mail and/or hard copy

An electronic newsletter titled ‘The Kernel’ has been established and is prepared and distributed to all known walnut growers generally on monthly basis. Where growers do not have an e-mail address the document is printed and hard copies posted to them.

Copies of each newsletter are added to the member’s only page of the AWIA website.

8. Keep growers up-to-date with technical and general information

A full e-mail list of Australian walnut growers has been maintained and relevant technical and general information is distributed to them via e-mail. Hard copies of the relevant information are distributed by mail.

Relevant material is placed on the AWIA website www.walnut.net.au

9. Undertake employment process for an IDO/TCO to be employed as of 1st October 2012

Relevant IDNA templates were used to detail the process of advertising, interviewing and employing a new part time Walnut Industry Technical Communications Officer.

IDNA Tool H.1 was prepared and implemented by AWIA.

A copy of the recruiting timetable is attached as Appendix M of this report.

A proposal to employ a part time position was prepared for consideration and approved by the Australian Walnut Industry Association.

A copy of the proposal is included as Appendix N of this report.

This discussion paper was discussed at the AWIA Executive Meeting on the 30th May 2012 and subsequently adopted.

Carol Kunert, Colin Jack, Mike Halstead-Lyons and Hilary Jankelson were charged with preparing a position description, undertaking the advertising and developing the reporting mechanism as per HAL requirements.

A job description was prepared by the subcommittee.

A copy of the job description is included in this report as Appendix O.

A job advert was prepared and placed

- a) On the AWIA website,
- b) In the September edition of the Australian Nutgrower, and
- c) In the Weekly Times.

A copy of the advert is included in this report as Appendix P.

At the time of writing interviews were due to take place after the 5th October 2012 with an appointment to be made by the 30th October 2012.

RECOMMENDATIONS

1) Technical Communication Officer

That AWIA appoint a Walnut Industry Technical Communications Officer as the next phase within the Industry Development Needs Analysis process from October 2012.

2) Strategic Plan

Utilising the Strategic Objectives (refer Appendix K) and the IDNA Action Plan prepare a new Walnut Strategic R&D Investment Plan.

ACKNOWLEDGEMENTS

The Australian Walnut Industry Association would like to acknowledge the contributions made by

- a) The Project Management Committee of Bryan Goble, Colin Jack, Carol Kunert and Leigh Titmus,
- b) The AWIA Executive Committee,
- c) Those walnut growers who attended and participated in the IDNA Workshop.

APPENDIX A: MANAGEMENT COMMITTEE MEETING AGENDA

PIDO PROJECT

Meeting of the Management Committee to be held on Wednesday 18th May 2011 at 12:00 midday (EST) via teleconference.

ATTENDANCE

Colin Jack	0419 114 386
Byran Goble	03 5453 3845
Carol Kurnert	03 5729 7647
Mike Halstead-Lyons	0409 190 993
Leigh Titmus	0419 329 335
Trevor Ranford	0417 809 172

AGENDA.

1. Opening
2. Management Committee Role
3. Project reports
 - a. Tool A
 - b. Tool B
 - c. Tool C
 - d. Tool D
4. Strategic Plan document
5. Industry Forum
6. Blight Workshop
7. AWIA matters
 - a. ACACA Application
 - b. Newsletter
8. Other Business
9. Next Meeting
10. Close.

Trevor Ranford
Project Manager
15th May 2011

APPENDIX B: MINUTES OF MANAGEMENT COMMITTEE MEETING

PIDO PROJECT

Minutes of the meeting of the Management Committee to be held on Wednesday 18th May 2011 at 12:00 midday (EST) via teleconference.

ATTENDANCE: Colin Jack, Carol Kunert and Mike Halstead-Lyons
Trevor Ranford

APOLOGIES: Bryan Goble and Leigh Titmus

OPENING:

Colin Jack invited Trevor Ranford to lead the group through the agenda.

GENERAL BUSINESS:

11. Management Committee Role

T Ranford indicated that the role of the Management Committee was to

- a) Give input into the project
- b) Manage the process to ensure the project was completed within the time frames
- c) Be a reference point for the project manager

12. Project reports

T Ranford prepared and submitted a number of draft 'tools' for consideration by the Management Committee.

a. Tool A

Alterations required to the spelling of the town for Colin Jack and also his mobile number.

Need to find appropriate address for Leigh Titmus.

All other information is correct.

b. Tool B

Need to move the workshop into July 2011.

Need to give consideration as to when the school holidays therefore avoiding them for any meetings/workshops.

c. Tool C

This was the original summary document put together as part of the process in initiating the project.

One small spelling error in the document.

Otherwise there are no real changes required at this point.

d. Tool D

The following points arose from the discussions.

- National IDO position has the highest priority
- Need for separation between IDO and EO position.
- Need to establish Job descriptions for both positions.
- Partnership Agreement can cover much of the EO's roles and responsibilities.
- Consider possible name changes
 - IDO to IDM or Research Field Officer
- Look at establishing the right terminology
- Study Tour is linked with the ISHS Symposium
 - E-mail dates to Bill to put onto website
 - Need to prepare a VC application in 2011/12 for the 2013 visit
- ACACA application is for a special visit to China.
- Establish a 'work program' for the IDNA Workshop
- Blight application was a VC for \$22,000
 - Goulburn Valley Walnuts looking to organise their own blight workshop.
 - Carol to send contact or Ron Williams to Trevor.
 - Colin to contact HAL regarding the VC application.
 - Look to combine workshops into one with it being held in early August.
- November Field Day to go ahead
- Executive Meeting in the next couple of weeks.
- Newsletter needs to be a high priority
 - Monthly if possible but minimum quarterly
 - Electronic but hard copies for those members not on e-mail.
 - Copies of past newsletters to go on website soon.
- Nutgrower article prepared by a member of Executive
- Website – need for a growers/members page.
- Walnut Guide
 - Does need revising
 - Has been a good tool for growers particularly when there were major plantings in mid 2000. So most orchards are past stage 1.
 - Fewer new plantings – had 3 enquiries in recent times.
 - Most current orchards are in stage 2 or 3.
 - Guide was up dated a couple of years ago.
- Quality Manual a major high priority
 - Hard copy version is available.
 - Soon to be put into a Pdf format and placed on the website.
 - The real users will be the buyers.
 - Need to cover off on orchard management
 - Food Safety is also necessary – look at Freshcare training and Quality Assurance. Could access FarmReady funding.
 - Carol to organise a hard copy for Trevor.
- Trade Mark
 - End result of QA program
 - Generic branding of packaging
- Maturity Standards
 - Not sure what is meant by this? 8% moisture in shells is an example of maturity standards.

- Some European standards exist
- Trevor to talk to Walnuts Australia about the R&D they are doing.

Committee agreed that the three high priorities are

- 1) Quality
- 2) Communications
- 3) Field Days

13. Strategic Plan document

T Ranford tabled a draft strategic plan document using a similar formula to that by Almonds.

Committee members liked the generic approach and members would respond through e-mailing comments.

- Next action is to cross check this document with the current strategic plan document and develop a single document.
- Trevor to come back with the key issues.
- Like the concept of 'one pass; harvest
- Average yields could do as a survey form question.
- Develop 3 to 5 year projects.

14. Industry Forum

Part of the IDNA Project is to have an industry forum to consider the documents being prepared and determining the priorities for the industry going forward.

Agreed that the forum should be held in late June early July but avoiding school holidays.

15. Blight Workshop

Discussed above.

Committee agreed that we needed to start planning the workshop now so that we are ready when the funding becomes available.

16. Action List

T Ranford tabled a draft action list. This had come from reading all relevant documents from the past and drawing out all the relevant points.

More work is now required to take out the duplication and format it into activities/actions under each of the headings.

Committee members felt it was a good list.

Health Benefits need to be further expanded.

17. Survey Form

T Ranford tabled a draft industry survey form that had been developed by amending one used by the Almond Industry.

The following points arose from the discussions:-

- Look at the VC Levy payment application form to gather more concepts
- Bee Pollination requirements of industry are not required
- Irrigation information of no real value to the industry.
- Variety information
- Total Crop yield as tonnes per hectare:- wet tonnes, dry finished tonnes
- One grower in France was promoting 11 tonnes per hectare
- Take up of VC is very difficult

- Norm Wilkinson has the VC application form.
- There are only a small number of processing plants – one large, two medium (in Victoria), one medium on NSW/Vic border, one in WA, the rest are cottage industries.
- Could go directly to the major processors to get the production figures.
- Production V Processing.
- Walnuts are normally self pollinating
- Blight affected industry this last season so this may give a reduced production figure.
- Processors should have figures for the past number of years so that we could build a pattern.

18. AWIA matters

c. ACACA Application

T Ranford spoke briefly about the concept of the Australia-China Agricultural Cooperative Agreement program. A delegation of 4 from the industry would be sent to China for a 14 day visit and information exchange.

Committee agreed that AWIA should submit an application and that Carol, Colin and Leigh be the three participants (for the purpose of getting the application in).

d. Newsletter

Carol and Trevor to liaise over the preparation of the next newsletter.

19. Other Business

a) Levy

One of the challenges will be establishing an industry levy and whether it is a VC versus a statutory levy.

20. Next Meeting

To be confirmed.

21. Close.

Teleconference concluded at 1:15 pm EST.

Signed as a true and correct record of the meeting

.....
Colin Jack
Project Chair

.....
Trevor Ranford
Project Manager

.....
DATE

APPENDIX C: AGENDA FOR THE IDNA WORKSHOP

WALNUT INDUSTRY DEVELOPMENT WORKSHOP And PRIORITY SESSION

Sunday 14th August 2011, 9.00 am – 2 pm

at DPI Research Centre, 255 Ferguson Road, Tatura, Vic.

The Australian Walnut Industry association is undertaking this Workshop as part of a process to develop a program plan for ongoing Industry Development by:-

- Defining key industry characteristics
- Reviewing industry development options
- Understanding what industry development is occurring now?
- Confirming new list of industry development needs
- Prioritising NEEDS and funding OPTIONS
- Determining delivery options
- Implementation of plans

PROGRAM

8:30 am	Registration and coffee, tea
9:00 am	Welcome and Opening
9:05 am	Session 1: Industry Development Needs Analysis (IDNA overview)
9:15 am	Session 2: What is the vision for the Australian Walnut Industry?
9:45 am	Session 3: Strategic Objectives
10:15 am	Morning Tea
10:30 am	Session 4: Industry activities - now
11:00 am	Session 5: Industry activities – in the future
11:30 am	Session 6: Prioritisation of needs
12:00 noon	Session 7: Funding options
12:30 pm	Where to from here?
1:00 pm	Close and Lunch

Each session will be interactive and working to a positive outcome which will then be drawn together into a full 'industry owned' Strategic and Operational Plan that will have R&D, Marketing and Investment subsets for Australian Walnut Industry to implement from November 2011.

APPENDIX D: MATERIAL FROM IDNA WORKSHOP

AUSTRALIAN WALNUT INDUSTRY ASSOCIATION

STRATEGIC PLANNING WORKSHOP

14th August 2011

VISION:

Taste)
Health Benefits – high priority)
Replacement of imports) Marketing program
Consumer understanding)
Cultural use of nuts)
Value add)
Grower working together
Product quality
Varieties

Need clear definition of Quality Standards

MISSION STATEMENT

Maybe it is ‘diversity’ that is important
How do we deal with lower quality walnuts through value adding/processing?
Educated consumer
Coordinated processing for Industry
Replace uniformity – consistency with ‘quality & consistent high standard s’

STRATEGIC OBJECTIVES

1. Are we at world standards? Or to a higher standard? Or – equal to world standards?
2. Focus on ‘Shell and Kernel’
Quality Control Manual – needs to be redefined/revisited
3. Yield – 5 tonnes/hectare – need to consistently achieve
4 tonne/hectare accepted as industry standard
4. Quality is an industry issue
Wholesalers setting standards.

PRIORITIES

Group 1:

Define Quality and how to achieve it
Blight research and ‘tool kit’ to manage the disease
On-farm Biosecurity specific to the crop – signage/control

Blight – Orchard Hygiene – Other pests.

Group 2:

Post Harvest handling

Raise profile of AWIA to higher levels – arrangements between Walnuts Australia and AWIA

Training of members on chemicals and permits for Blight Control

Post Harvest

Capacity Building – training to come into industry

Education/extension through to the consumer

Group 3:

Blight

Education – consumer

R&D – Water Use/managing the resources/training & education

Marketing and Branding

RESEARCH & DEVELOPMENT – mainly for Blight

- ‘Virtual’ Orchard – calculators
- Other areas of funding
- Physiology of Blight/tree – What drives the disease (2 year strategy)
- ‘Tool kit’ for the future
- Diagnostic Kit
- Grower Fact Sheet
- Literature Search on Blight
- Weather based model – practical tool – trial in other regions of Australia (could be done now)
- Knockdown inoculums
- Retention of copper in rain events
- Orchard/canopy styles to ‘manage’ blight
- Flowering period/length
- Model bud stages

WORST OF THE INDUSTRY

- Drought and Flooding Rain
- Lack of information to reduce blight infection – Increase understanding of Blight physiology and infection process
- Nature/size of industry
- Lack of model for irrigation rates related to weather
- Quality control due to industry fragmentation
- Sulphur Crested Cockatoos
- Low level of funding R&D
- Pollination
- Managing Blight
- Weather variability
- Price cutting
- High cost of sprays and fertilizers

- The worst is that you spray for 3 times and three weeks later you find you failed to control blight.

BLIGHT FACT SHEET

1. Check Tractor/equipment
2. Rate of Chemical application
3. Volume
4. Crop stage – 1st spray
5. 3 sprays then look
6. Prior to rain event
7. Tractor speed
8. 'Variables'

WHAT DO WE WANT?

GROUP 1:

Blight Control

- Continue research and discussions
- Interval of spraying, use of pulse
- Pruning cuts & spray
- Walnut Blight control manual – regularly updated
- Understand the Lucerne thing

Post harvest storage

- In shell
- Kernel
- Pest control

Pollination

- Timing
- Varieties
- Fruit set

Quality standards

Minimum pricing structure

AWIA fortnightly e-mail

- A new subject on the forum
- Encourage people to use the forum

Shed/Orchard hygiene – Biosecurity

- Phytophthora
- Codling Moth
- Need AWIA Biosecurity agreement

AWIA Branding of quality nuts

Use of the heart health tick – through Nuts for Life

Walnuts Australia and other growers/processors tension with small growers. Need some sort of agreement – understanding where to sell.

(How do Pecans do it with Stahmann?)

GROUP 2.

Define Quality Standard

- Update if required
- European standards?
- Californian standards?
- Grower – how to achieve standards

Research

- Blight epidemiology and management
- Blight Manual update

Knowledge Sharing

- New Zealand
- International
- Within AWIA

Post Harvest quality

- Management issues
- Grading/drying/storage

Educate consumer & Wholesaler to Australian product.

GROUP 3.

Permits

- Get permits for all the possible treatments for blight and other pests and diseases and weeds including Bordeaux)
- Change Volume (water) for copper (Mankocide) on label
- Nutraceutical

Chemical training

- Chemcert training for AWIA members
- Tailored to walnuts
- Subsidised group program
- Useful records
- What can be tank mixed

Biosecurity – on farm'

- Not another chestnut
- Plan specific to walnuts & setting the standards versus other industries

- What are the threats
- Sanitation while pruning
- Electrical companies drive in and out of properties without any Biosecurity considerations.

Extension

- Getting extension to deliver to all producers
- Effective R,D & E network to innovate – dairy industry a good example

Water

- How much water can you take away from a walnut tree before productivity is reduced?
- What time of day to water? Relative to how ‘stressed’ the tree is.
- Watering when relative humidity is very low eg. 8% to increase humidity midday?

Well educated. ‘switched-on’ industry participants, open to new ideas, so ‘ripe’ for effective extension efforts.

Having trained professionals ready to work in the industry

- Vocational training sector
- Life-long learning ‘courses’ to train walnut growers etc
- Convenient, short courses, distant learning.

GROUP 4.

Fund and study of the biology of Blight from bud burst to day 24

Raise AWIA’s profile at State and federal Government levels

- To attract better assistance

To establish a program of education on walnut quality

Explore different forums eg. i-pads, web page, APP

Adapt/develop decision making tools

- Fertilizer calculator
- Blight management tool

How to progress AWIA to a profile equal to the Almond Industry.

APPENDIX E: IDNA TOOL A

Tool: A

NEEDS ASSESSMENT TEAM DETAILS

WALNUT - Industry Development Needs Assessment Team

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APPENDIX F:**IDNA TOOL B****Tool: B****NEEDS ASSESSMENT TIMETABLE****Walnut Industry Timetable**

Stage	Comments	By when	Responsibility
1. Establish Needs Assessment Team (NAT) and determine project management and funding	<ul style="list-style-type: none"> ▪ See <i>Guideline 1.2 Selecting the Needs Assessment Team and Managing the Process</i>. ▪ May need to be done at a PIB Board or IAC meeting. ▪ May need time to investigate management and funding options. ▪ Complete <i>Tool A Needs Assessment Team Details</i>. 	MARCH 2011	AUSTRALIAN WALNUT INDUSTRY ASSOCIATION (AWIA) EXECUTICE COMMITTEE
2. Set timetable, definitions and objectives	<ul style="list-style-type: none"> ▪ Refer to the overall process outline for what is required at this stage. ▪ Best handled at the first meeting (preferably face-to-face) of the Needs Assessment Team. ▪ Ensure understanding of <i>Guideline 2.1 Background and definition of Industry Development</i> and <i>Guideline 2.2 Levy and Matched Government Funding Guidelines</i>. 	MARCH 2011	PROJECT OFFICER AWIA EXECUTIVE COMMITTEE
3. Define the key industry characteristics	<ul style="list-style-type: none"> ▪ This <i>could</i> also be done at the first meeting of the Needs Assessment Team, although... <ul style="list-style-type: none"> ▪ Some preparation will need to be done prior to the meeting (<i>refer to the overall process outline</i>). ▪ It may be better to carry out the preparation work for this and Stage 4 and 5 and then hold a second Needs Assessment Team meeting to work through all three stages. 	APRIL 2011	PROJECT OFFICER PROJECT NEEDS ASSESSMENT TEAM

Stage	Comments	By when	Responsibility
4. Review industry development strategy options	<ul style="list-style-type: none"> ▪ Suggest that the <i>Industry Characteristics Questionnaire (Tool C)</i> be sent to the Team members to complete individually, then compare and compile results when they meet. ▪ Ensure the <i>Industry Development Project Example</i>. and <i>Industry Development Case Studies (Guidelines 4.2 and 4.3)</i> are distributed in time to allow the Needs Assessment Team to read and consider before it meets. 	APRIL 2011	PROJECT OFFICER PROJECT NEEDS ASSESSMENT TEAM
5. What industry development activities are we doing now?	<ul style="list-style-type: none"> ▪ It is suggested that Stages 5, 6 and 7 be done concurrently. Again, preparatory work for each stage would need to be completed and background material forwarded to the Team, before a face-to-face meeting. ▪ Note that quite a deal of work may need to be done by the Project Manager in preparation here. 	JULY 2011	PROJECT OFFICER PROJECT NEEDS ASSESSMENT TEAM AWIA MEMBERS
6. Confirm new list of industry development needs	<ul style="list-style-type: none"> ▪ Primarily to be done at the Needs Assessment Team meeting. 	JULY 2011	PROJECT OFFICER PROJECT NEEDS ASSESSMENT TEAM
7. Prioritise and funding	<ul style="list-style-type: none"> ▪ Again, to be done at the Needs Assessment Team meeting. ▪ Some preparatory work could be done by the Project Manager to identify various funding sources. 	SEPTEMBER 2011	PROJECT OFFICER PROJECT NEEDS ASSESSMENT TEAM
8. Determine delivery options	<ul style="list-style-type: none"> ▪ Suggested that Stages 8 and 9 be handled concurrently. Again, some preparatory work and recommendations would be developed by the Project Manager. 	OCTOBER 2011	PROJECT OFFICER PROJECT NEEDS ASSESSMENT TEAM

Stage	Comments	By when	Responsibility
9. Implementation plan	<ul style="list-style-type: none"> ▪ Critical that this stage has the full engagement of all the Needs Assessment Team. It warrants a separate meeting of the Team. There may be some contentious and difficult decisions to be made/recommended. ▪ Project manager will need to be well-prepared with contractual information on all current projects. ▪ As proposals may include changes which could have implications for project and employment contracts, confidentiality at this stage is very important. ▪ Proposals may also have budgeting and expenditure implications and so it would be valuable to have good information in this area and importantly, the advice of HAL in relation to any changes to contracts or employment managed through HAL funded projects. ▪ The NAT are an advisory committee with the responsibilities of assessment and plan development. They do not have separate policy, budget or management powers. So when finished, the Implementation Plan must then be submitted to the PIB, the IAC and HAL for approval/confirmation and implementation. 	NOVEMBER 2011	PROJECT NEEDS ASSESSMENT TEAM AWIA EXECUTIVE COMMITTEE HORTICULTURE AUSTRALIA LIMITED

APPENDIX G: IDNA TOOL C

Tool: C

INDUSTRY CHARACTERISTICS QUESTIONNAIRE

Walnut Industry characteristics

- To create a new bullet point within the same question, simply hit 'Enter'
- Hit the 'Tab' or ↓ key to move to the next question

Location

1. Is production located in say 1–3 geographically limited areas; or is it spread over a wide area and/or a number of States?	<ul style="list-style-type: none">• Spread over area of Tasmania, Riverland SA Northern and Southern Victoria , NSW Riverina
2. Are there new production areas developing? Why? What is different about them? What share of production do they have? Is it increasing?	<ul style="list-style-type: none">• New corporate production Griffith NSW./Tasmania – relative large scale, probably 70% of future production• Small to Medium sized family production area centred adjacent alpine areas in Victoria.• Central & northern Victoria and Goulburn Valley
3. Are there areas of production in marked decline? If so, where and why?	<ul style="list-style-type: none">• No, but orchard developments have been delayed during drought / no water access.

Maturity

4. Is the industry 'mature' in the sense that it has been in existence for a long while with well established production methods and supply channels?	<ul style="list-style-type: none">• The industry is maturing with a considerable expansion by small / medium plantations and large corporate plantings in recent years.• Production methods and supply channels are changing to match the expansion of production.
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Products

<p>5. Is the product/product mix well established and widely recognised? For example; are different varieties identified by consumers; brands developed and brand loyalty established; or value-adding in say packaging or part-processing?</p>	<ul style="list-style-type: none"> • There is limited recognition by consumers of varieties, exception being small niche market, chefs etc. • Brand development in large corporate, and medium processors established. • Brand recognition uncertain until sufficient volumes hit the shelves in Australia. • Limited value adding as kernel, oil etc. Expected that this will grow rapidly with increased production.
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Markets & customers

<p>6. Is there a broad base of end-customers (i.e. households/consumers); or is the market more confined or 'niche'?</p>	<ul style="list-style-type: none"> • There is potentially for both a broad base and a niche market for value added products
<p>7. What about the Food Service market? How strong and developing are we there?</p>	<ul style="list-style-type: none"> • Food service market is small but has potential to grow substantially.
<p>8. Exports? Size? Growth? Prospects?</p>	<ul style="list-style-type: none"> • Prospects are good, a large volume is exported by Corporate grower to Europe. • Smaller and medium growers would need to bring volumes together to meet demand in export market. • Smaller processors were asked to provide 500 tons for European export , • Counter seasonal advantage into Northern Hemisphere.

Supply chain

<p>9. Are there good relationships along the supply chain? If not, Why?</p>	<ul style="list-style-type: none"> ▪ Supply chain relationships are yet to be developed.
<p>10. Is there good communication of market signals and production information along the supply chain?</p>	<ul style="list-style-type: none"> ▪ Communication of market signals is at an early stage of development.

Competitive environment

<p>11. What is the degree of supplier (grower) power within the industry?</p>	<ul style="list-style-type: none"> ▪ Grower power within the industry is potentially fairly high.
<p>12. What is the degree of buyer (wholesaler, process or retailer) power within the industry?</p>	<ul style="list-style-type: none"> ▪ The large food retailers are very influential and import large volumes from California. . ▪ Ensuring wholesalers promote the freshness and quality of Australian walnuts over imported product. ▪ Wholesalers have imported large volumes

	<p>of in shell and kernel for many years.</p> <ul style="list-style-type: none"> ▪ Green grocers are influential ▪ When the industry has sufficient volume, and markets the niche and volume market.
13. Availability or threats of substitutes (from imports or within produce categories)?	<ul style="list-style-type: none"> ▪ Approximately 90% of walnut consumption is imported. Both in shell and Kernel. ▪ Walnuts imported from the USA are the biggest threat to Australian producers.
14. What are the barriers to entry to the industry?	<ul style="list-style-type: none"> ▪ Significant capital inputs in first 5-7 years prior to production. ▪ Costs of establishment. ▪ Limited government support ▪ Training opportunities.
15. What is the level of rivalry between producers in the industry?	<ul style="list-style-type: none"> ▪ Healthy level

Industry structures and planning

16. How well-organised and resourced is the industry PIB?	<ul style="list-style-type: none"> ▪ Relative to other nut industries poor level of resources. ▪ AWIA demonstrating leadership with relatively low level of financial resources. ▪ Production has been low during orchard establishment phase to support a production levy. ▪ A nominal sum is generated by a voluntary levy on new trees planted
17. Does the PIB have the confidence and support of all industry participants?	<ul style="list-style-type: none"> ▪ Confidence and support of all industry participants has been at a high level.
18. What about State/regional organisations? How well structured and supported are they?	<ul style="list-style-type: none"> ▪ DPI Victoria withdrew support of IDM and R&D projects as at June 30 2010
19. As an industry, are we flexible and able to adjust and respond quickly?	<ul style="list-style-type: none"> ▪ Industry is flexible and able to respond quickly.

Funding

20. Is there adequate levy and/or matched funding at present to implement the Strategic Plan?	<ul style="list-style-type: none"> ▪ Funding is from a very low base generated by subscriptions and a voluntary levy. ▪ Funding is inadequate to implement the Strategic Plan.
21. Is the industry generating or accessing other funds to support its programs?	<ul style="list-style-type: none"> ▪ Attempts made to secure other funds to support its programs have been largely unsuccessful. ▪ Voluntary Research Levy from Growers



APPENDIX H: IDNA TOOL D

Tool: D

INDUSTRY DEVELOPMENT ACTIVITY SCHEDULE

Schedule of Walnut Industry development activity

- To create a new bullet point within the same question, simply hit 'Enter'
- Hit the 'Tab' or ↓ key to move to the next question

Employment of Industry Development Officers and/or Managers

PROJECT DETAILS							NEEDS ASSESSMENT TEAM RANKING			
Activity (plus HAL project number if applicable)	Brief description	Intended outcomes	Started	Finish due	Value & funding	Managed by	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
Walnut Industry Development Needs Analysis Workshop WN10000	Contract Project Manager to undertake IDNA process. Workshop of relevant Walnut growers to have input into the IDNA Project	<ul style="list-style-type: none"> ▪ Input by growers into IDNA process ▪ Establish specific industry needs in all aspects of the Walnut Industry 	May 2011	October 2011	\$22,320 Voluntary Contribution project through HAL	Australian Walnut Industry Association	1	1	1	1

Study tours – within Australia and overseas

PROJECT DETAILS							NEEDS ASSESSMENT TEAM RANKING			
Activity (plus HAL project number if applicable)	Brief description	Intended outcomes	Started	Finish due	Value & funding	Managed by	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
ACACA Program	Application to the Australia-China Agricultural Cooperative Agreement program	<ul style="list-style-type: none"> ▪ Delegation of 4 representatives of the Australian Walnut Industry to visit China for 14 days ▪ Meet with growers, researchers and government representatives linked with the Chinese Walnut Industry ▪ Establish cooperative arrangements in relevant fields 	June 2013	August 2013	Funded by the Australian and Chinese Governments	Australian Walnut Industry Association DAFF	3	2	3	2

Conferences and/or seminars

PROJECT DETAILS							NEEDS ASSESSMENT TEAM RANKING			
Activity (plus HAL project number if applicable)	Brief description	Intended outcomes	Started	Finish due	Value & funding	Managed by	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
										1

Training programs, workshops and field days

(Includes also field trips and field days)

PROJECT DETAILS							NEEDS ASSESSMENT TEAM RANKING			
Activity (plus HAL project number if applicable)	Brief description	Intended outcomes	Started	Finish due	Value & funding	Managed by	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
Blight Workshop WN1700	Workshop for industry members to update them on Blight research and management	<ul style="list-style-type: none"> ▪ Update growers on recent research on blight management ▪ Establish programs for the current season for growers ▪ Define what might be required in chemical registration ▪ Define what could be part of a growers blight manual 	July 2011	December 2011	\$22,000 Voluntary Contribution project through HAL	Australian Walnut Industry Association	1	1	1	2
Walnut Industry Field Day	Annual Walnut Industry Field Day	<ul style="list-style-type: none"> ▪ Hold a Field Day in November 2011 for Walnut growers ▪ future AWIA activities ▪ Networking of growers ▪ Update growers on recent research, development and extension programs. 	July 2011	December 2011	\$5,000 Grower contribution and part funded through HAL/AWIA Partnership Agreement	Australian Walnut Industry Association	2	1	1	2

Leadership development and scholarships

PROJECT DETAILS							NEEDS ASSESSMENT TEAM RANKING			
Activity (plus HAL project number if applicable)	Brief description	Intended outcomes	Started	Finish due	Value & funding	Managed by	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
										1

Industry communications (newsletters, magazines, websites, DVD's etc)

PROJECT DETAILS							NEEDS ASSESSMENT TEAM RANKING			
Activity (plus HAL project number if applicable)	Brief description	Intended outcomes	Started	Finish due	Value & funding	Managed by	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
Quarterly Article for Australian Nutgrower	Prepare an article for each addition of the Australian Nutgrower	<ul style="list-style-type: none"> Communicate to Walnut growers and other readers of the magazine about the activities of the Walnut Industry 	Occurring now	Ongoing	No Cost	AWIA President or EO	3	2	3	2
Website general update	Regularly update website	<ul style="list-style-type: none"> Inform members of general topics relevant to their business 	July 2011	Ongoing	\$2,000 Communication as part of the HAL/AWIA partnership agreement	AWIA Web Manager IDO/IDM EO	1	1	1	1
Website Growers page	Expand and regularly update the growers only page	<ul style="list-style-type: none"> Inform members of specific information that is relevant only to growers 	July 2011	Ongoing	\$2,000 Communication as part of the HAL/AWIA partnership agreement	AWIA Web Manager IDO/IDM EO	1	1	1	1

Other

PROJECT DETAILS							NEEDS ASSESSMENT TEAM RANKING			
Activity (plus HAL project number if applicable)	Brief description	Intended outcomes	Started	Finish due	Value & funding	Managed by	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
Walnut Quality Standards WN11001	Develop agreed Australian Walnut Quality Standards	<ul style="list-style-type: none"> ▪ Establish a new set of Australian Walnut Quality Standards ▪ Training growers in the Quality Standards ▪ Promote the quality standards to the Supply Chain 	Sept 2011	August 2012	\$76,000 Voluntary Contribution application through HAL	AWIA R&D Group	1	2	2	2

PRIORITISATION RANKING GUIDE			
Urgency (in the context of the industry's national interest)	Ranked 1 to 3 with: 1. Very Urgent Must be continued (existing projects) or addressed immediately	2. Urgent Must be continued (existing projects) or addressed within the next three years	3. Not so Urgent Must be continued (existing projects) or addressed within the next five years
Importance (in the context of the industry's national interest)	Ranked 1 to 3 with: 1. Very Important Critical to the survival of the industry	2. Important Important for the industry's development and growth	3. Not so Important Would be valuable to do, funds permitting
Impact (in the context of the industry's national interest)	Ranked 1 to 3 with: 1. Greatest Impact Very significant impact on the overall industry's profitability and or future viability	2. High Impact Considerable beneficial impact, though not of the highest level	3. Moderate Impact Impact is limited or restricted to a certain sector, region or group
Success (in the context of the industry's national interest)	Ranked 1 to 3 with: 1. High Very likely to achieve the outcomes	2. Moderate Reasonably likely to achieve the outcomes	3. Limited Only a limited chance of achieving the outcomes

APPENDIX I: IDNA TOOL E

Tool: E

POTENTIAL INDUSTRY DEVELOPMENT ACTIVITY SCHEDULE

- To create a new bullet point within the same question, simply hit 'Enter'
- Hit the 'Tab' or ↓ key to move to the next question

Employment of Industry Professionals (such as IDOs & IDMs)

PROJECT DETAILS						NEEDS ASSESSMENT TEAM RANKING			
Brief Description	Intended Outcomes	Possible Start	Possible Finish	Possible Budget	Managed By	Urgency (1-3)	Imp. (1-3)	Impact (1-3)	Success (1-3)
Activity National Industry Development Officer Employment of a full time IDO/IDM/RFO	<ul style="list-style-type: none"> ▪ Employment of a Walnut Industry Development Officer/Manager ▪ Supporting growers to reduce costs and environmental impact through improved practices on-farm ▪ Undertake relevant research, development and extension ▪ Facilitate R&D projects ▪ Facilitate training for growers ▪ Deliver improved technology transfer to all growers/levy payers ▪ Assist in the broad development of the Walnut Industry 	July 2012	June 2015	\$350,000 VC Levy and matched	Australian Walnut Industry Association	1	1	1	2

Activity Walnut Industry Executive Officer HAL/AWIA partnership agreement (part payment)	<ul style="list-style-type: none"> ▪ Undertake relevant administration activities for AWIA ▪ Undertake relevant agri-political roles for AWIA ▪ Undertake communication roles with organisations including HAL, PHA and ANIC 	November 2011	Ongoing Annual contract	\$20,000 per annum General Revenue and partly through HAL/AWIA partnership agreement	Australian Walnut Industry Association	2	2	2	2
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Study tours – within Australia and overseas

PROJECT DETAILS						NEEDS ASSESSMENT TEAM RANKING			
Brief Description	Intended Outcomes	Possible Start	Possible Finish	Possible Budget	Managed By	Urgency (1–3)	Imp. (1–3))	Impact (1–3)	Success (1–3)
Activity Study Tour to China in 2013 Study Tour to China to participate in the International walnut Symposium	<ul style="list-style-type: none"> ▪ Attend the International Walnut Symposium ▪ Better informed growers of the international research being undertaken ▪ Develop an understanding of the Chinese Walnut production ▪ New export opportunities 	January 2013	November 2013	\$50,000 Voluntary Contribution funding through HAL	Australian Walnut Industry Association	3	2	2	2

Conferences and/or seminars

PROJECT DETAILS						NEEDS ASSESSMENT TEAM RANKING			
Brief Description	Intended Outcomes	Possible Start	Possible Finish	Possible Budget	Managed By	Urgency (1–3)	Imp. (1–3))	Impact (1–3)	Success (1–3)

Activity ANIC Conference Walnut Industry to participate in the Australian Nut Industry Conference	<ul style="list-style-type: none"> ▪ Presentation at Conference on the current status of the Australian Walnut Industry ▪ Walnut Industry delegates in attendance. ▪ Attendance by more Australian Walnut growers ▪ Network with the nut industry supply chain 	January 2013	June 2013	\$2,000 AWIA (for delegates including IDO and EO)	Australian Walnut Industry Association & Australian Nut Industry Council	3	2	2	1
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Training programs, workshops and field days

(Includes also field trips and field days)

PROJECT DETAILS						NEEDS ASSESSMENT TEAM RANKING			
Brief Description	Intended Outcomes	Possible Start	Possible Finish	Possible Budget	Managed By	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
Activity Walnut Industry Field Day Annual Walnut Industry Field Day	<ul style="list-style-type: none"> ▪ Hold a Field Day in February 2012 for Walnut growers ▪ Update growers on current and future AWIA activities ▪ Networking of growers ▪ Update growers on recent research, development and extension programs. 	February 2012	December 2012	\$5,000 Grower contribution and part funded through HAL/AWIA Partnership Agreement	Australian Walnut Industry Association	2	1	1	2
Activity EPR Deed Training Undertake EPPR Deed Biosecurity Training	<ul style="list-style-type: none"> ▪ Inform industry representatives their responsibilities under the Emergency Plant Pest Response Deed 	June 2012	December 2012	Plant Health Australia responsibility	Australian Walnut Industry Association Plant Health Australia	1	2	2	2

Activity On-Farm Biosecurity Training Undertake On-farm Biosecurity Training Program	<ul style="list-style-type: none"> ▪ Prepare a Walnut Industry On-farm Biosecurity Training Document ▪ Implement a on-farm Biosecurity Training program for Australian Walnut growers 	June 2012	December 2012	\$10,000 Voluntary Contribution project through HAL	Australian Walnut Industry Association	2	2	2	2
Activity Fresh care Quality Assurance Training Implement a Quality Assurance/Food safety Training program	<ul style="list-style-type: none"> ▪ Implement a training program to bring all growers to a level of Quality Assurance/Food safety 	January 2012	June 2012	Grower contributions and Farm Ready Program	Australian Walnut Industry association IDO/IDM	2	2	2	2

Leadership development and scholarships

PROJECT DETAILS						NEEDS ASSESSMENT TEAM RANKING			
Brief Description	Intended Outcomes	Possible Start	Possible Finish	Possible Budget	Managed By	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
Activity Young Leader Nomination HAL Awards Nominate a young walnut grower for the HAL Young leaders award	<ul style="list-style-type: none"> ▪ Promote a young person involved in the walnut industry for recognition of their contribution 	July 2012	December 2012	No cost	Australian Walnut Industry Association	2	2	2	2

Industry communications (newsletters, magazines, websites, DVD's etc)

PROJECT DETAILS						NEEDS ASSESSMENT TEAM RANKING			
Brief Description	Intended Outcomes	Possible Start	Possible Finish	Possible Budget	Managed By	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
Activity Monthly Newsletter Prepare and distribute a monthly e-newsletter	<ul style="list-style-type: none"> ▪ Preparation and distribution of monthly information by e-mail and/or hard copy ▪ Keep growers up-to-date with technical and general information 	December 2011	Ongoing	Funded through HAL/AWI A Partnership Agreement	Australian Walnut Industry Association EO IDO/IDM	1	2	1	2
Blight Management Manual	<ul style="list-style-type: none"> ▪ Present to growers the most current information on Blight management ▪ Development of a 'Tool Kit' to be utilised by growers 	December 2011	June 2012	Funded through IDO Project	Australian Walnut Industry Association EO IDO/IDM	1	1	1	1
Linkages with Overseas growers/researchers	<ul style="list-style-type: none"> ▪ Maintain a flow of information from overseas growers and/or researchers ▪ Endeavour to be 'in front' of issues and concepts before they occur in Australia 	December 2011	Ongoing	Funded through IDO Project	Australian Walnut Industry Association EO IDO/IDM	2	2	2	2

Other

PROJECT DETAILS						NEEDS ASSESSMENT TEAM RANKING			
Brief Description	Intended Outcomes	Possible Start	Possible Finish	Possible Budget	Managed By	Urgency (1-3)	Imp. (1-3))	Impact (1-3)	Success (1-3)
Activity AWIA Guide to Establishing a Walnut Orchard in Australia	<ul style="list-style-type: none"> ▪ Bring the current production guide into line with current technology ▪ Deliver a hard copy to all 	January 2012	December 2012	Role for new IDO/IDM	AWIA R&D Group IDO/IDM	3	2	3	2

Revise the Production Guide	growers/levy payers <ul style="list-style-type: none"> Develop industry training package 								
Activity AWIA Quality Management Guide Revise the Quality Management Guide	<ul style="list-style-type: none"> Bring the current quality guide into line with current technology Deliver a hard copy to all growers/levy payers Develop industry training package 	January 2012	June 2012		AWIA R&D Group	2	1	1	2
Activity AWIA Trade Mark Establish and implement an Australian Walnut Industry Trade Mark	<ul style="list-style-type: none"> Brand all Australian Walnuts that meet the Industry Quality requirements Promotion of Australian Walnuts to the general consumer 	January 2013	December 2013	Commercial decision by AWIA Executive At the time	AWIA R&D Group	2	2	3	2
Activity Walnut Maturity Standards Develop agreed Australian Walnut Maturity standards	<ul style="list-style-type: none"> Establish a new set of Australian Walnut Maturity Standards Training growers in the Quality Standards 	November 2011	October 2012	\$76,000 Voluntary Contribution application through HAL	AWIA R&D Group	1	1	1	2

Activity Walnut Industry Biosecurity Plan Establish and Implement a Walnut Industry Biosecurity Plan	<ul style="list-style-type: none"> Detailed plan for dealing with any new Exotic Pest Incursion Preparation of a list of exotic pests of concern to the Walnut Industry 	January 2012	December 2012	Australian Walnut Industry Association EO Plant Health Australia	Australian Walnut Industry Association	2	2	2	2
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PRIORITISATION RANKING GUIDE			
Urgency (in the context of the industry's national interest)	Ranked 1 to 3 with: 4. Very Urgent Must be continued (existing projects) or addressed immediately	5. Urgent Must be continued (existing projects) or addressed within the next three years	6. Not so Urgent Must be continued (existing projects) or addressed within the next five years
Importance (in the context of the industry's national interest)	Ranked 1 to 3 with: 4. Very Important Critical to the survival of the industry	5. Important Important for the industry's development and growth	6. Not so Important Would be valuable to do, funds permitting
Impact (in the context of the industry's national interest)	Ranked 1 to 3 with: 4. Greatest Impact Very significant impact on the overall industry's profitability and or future viability	5. High Impact Considerable beneficial impact, though not of the highest level	6. Moderate Impact Impact is limited or restricted to a certain sector, region or group
Success (in the context of the industry's national interest)	Ranked 1 to 3 with: 4. High Very likely to achieve the outcomes	5. Moderate Reasonably likely to achieve the outcomes	6. Limited Only a limited chance of achieving the outcomes

APPENDIX J: IDNA TOOL F

Tool: F

Industry development need

The Australian Walnut Industry Association (AWIA) wishes to develop the industry using wider strategic methods. AWIA has identified continuing industry development, across a wide range of areas such as that identified in the Strategic Plan 2008/12 (see attachment). The membership has identified post harvest processing and storage, market expansion both domestic and export, specific research and development to support production growth. AWIA sees a need to continue to build skills development, access up to date information on production methods, and growers being well informed.

Method - The employment of an interim Industry Development Officer (IDO) to continue with the review of industry development needs, assess relevant models of successful industry development and prepare a plan.

Outcome required

AWIA is of the view that industry development activity should inform those in industry to make better business decisions. The plan prepared by this role will be made available to membership at the Annual General Meeting in November 2011. Membership will be informed of progress through the website and newsletter.

The walnut industry has demonstrated a capacity to adopt up best practice in orchard development phase. This has been achieved through specific technical seminars such as irrigation and water budget tools, model of costing orchards establishment and operations, training seminars for new orchardists (2004, 2007), annual farm walks and field days, attendance at international walnut symposia in Australia (2009) and abroad. Growers were been surveyed by AWIA for priorities in training and education as evidenced in AWIA strategic plan (attached).

Training was recently provided to members using the upgraded AWIA website to access Research and Development information - articles, links to journal information, best practice information sites.

AWIA is confident that the methods currently used and proposed will support industry adoption and empowerment.

The employment of a new Industry Development Officer/Technical Field Officer is planned to now occur in July 2012. The process will be managed by the AWIA Executive and the current Project manager over the next seven months.

Strategic plan link

The Industry Development activities/programs/projects are linked through ALL aspects of the Australian Walnut Industry Plan through the four major Strategic objectives.

OBJECTIVE 1: Develop and maintain market opportunities (volume sold)

OBJECTIVE 2: Increase product value (quality and price)

OBJECTIVE 3: Improved efficiency and sustainability (costs and risks)

OBJECTIVE 4: Provide a supportive operating environment (skills and communication)

Federal rural R&D priorities

The proposed activities within the Walnut Industry Development fit within ALL of the following priorities:-

Productivity and Adding Value: Improve the productivity and profitability of existing industries and support the development of viable new industries.

Supply Chain and Markets: Better understand and respond to domestic and international market and consumer requirements and improve the flow of such information through the whole supply chain, including to consumers.

Natural Resource Management: Support effective management of Australia's natural resources to ensure primary industries are both economically and environmentally sustainable.

Climate Variability and Climate Change: Build resilience to climate variability and adapt to and mitigate the effects of climate change.

Biosecurity: Protect Australia's community, primary industries and environment from biosecurity threats.

Innovation Skills: Improve the skills to undertake research and apply its findings.

Technology: Promote the development of new and existing technologies.

Public or spill-over benefit

Information generated will assist those in the community who grow walnuts either as a hobby or commercially to improve their production in a sustainable way.

Current activity and comment

The Australian Walnut Industry Association has undertaken a number of projects in the past to assist in Industry Development.

An Industry Development Manager very successfully contributed to Industry Development for many years mainly providing technical extension services to Walnut Growers and potential industry entrants. The IDM also had a key responsibility in drafting the Industry Strategic Plan in with the AWIA committee, and assisting with its implementation. The IDM represented the industry at various forums and worked with the committee to for the 2009 International Walnut Symposium in Melbourne. Funding from DPI Victoria for the IDM ceased in 2009/10 leaving a gap in services.

Over the past seven months AWIA has filled the gap through the employment of a Project Manager to undertake the IDNA work and establish a new Industry Development Plan.

The information gathered has been built into a range of IDNA Tools that are now ready for implementation.

Funding options

- Australian Walnut Industry Voluntary Contributions
- Australian Walnut grower's membership to the Australian Walnut Industry Association.
- Australian Government funds through Horticulture Australia Limited
- Federal, State or Local Government funding through relevant associated programs.
- Statutory Levies

Actions

Action	By when	Responsibility
1. Prepare and distribute a monthly e-newsletter	December 2011	Project Manager
2. Linkages with Overseas growers/researchers	December 2011	Project Manager AWIA Executive
3. Walnut Industry Field Days (2 per year)	February 2012 August 2012	AWIA Executive Project Manager

4. Implement a Quality Assurance/Food safety Training program	February 2012	Project Manager QA Consultant
5. Blight Management Manual	July 2012	Project Manager TIAR Walnuts Australia
6. Employment of full time National Industry Development Officer of Technical Field Officer	July 2012	AWIA Executive
7. Undertake EPPR Deed Biosecurity Training	July 2012	Project Manager Plant Health Australia
8. Undertake On-farm Biosecurity Training	July 2012	Project Manager Plant Health Australia
9. Nominate a young walnut grower for the HAL Young leaders award	July 2012	AWIA Executive
10. Revise the AWIA Production Guide to Establishing a Walnut Orchard in Australia	July 2012	AWIA Executive Project Manager TIAR Walnuts Australia
11. Revise the AWIA Quality Management Guide	July 2012	AWIA Executive Project Manager TIAR

		Walnuts Australia
12. Walnut Maturity Standards	December 2012	TIAR Project Manager IDO
13. Establish and Implement a Walnut Industry Biosecurity Plan	December 2012	Project Manager PHA
14. Study Tour to China in 2013 Study Tour to participate in the International walnut Symposium	January 2013	Project Manager IDO
15. ANIC Conference - Walnut Industry to participate in the Australian Nut Industry Conference	March 2013	Project Manager IDO
16. Establish and implement an Australian Walnut Industry Trade Mark	December 2013	AWIA Executive

APPENDIX K: STRATEGIC OBJECTIVES

OBJECTIVE 1: Develop and maintain market opportunities (volume sold)

Strategy 1.1	Enhance the capability to build the Australian Walnut Brand through market and consumer research
Actions	<ul style="list-style-type: none"> • Identify priority markets and / or market segments • Conduct analysis of key markets including customer specifications, government/trade requirements and consumer preferences • Develop strategies for marketing Australian walnuts in selected markets based on research findings • Collect and analyse ongoing market intelligence and scan data
Outputs	<ul style="list-style-type: none"> • Market strategy for prioritized markets based on ongoing market intelligence
Industry Outcomes	<ul style="list-style-type: none"> • Australia's share of the targeted export markets increases to accommodate the increase in walnut production. • Domestic consumption of Australian walnuts grows at 7% per annum

Strategy 1.2	Identify and develop new market opportunities
Actions	<ul style="list-style-type: none"> • Encourage commercial investment in confidential projects to scope research and test new market opportunities
Outputs	<ul style="list-style-type: none"> • Confidential information that supports the development of new market opportunities

Industry Outcomes	<ul style="list-style-type: none"> • New and existing markets are developed for Australian walnuts
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Strategy 1.3	Research and educate key influencers about the health benefits of walnuts
Actions	<ul style="list-style-type: none"> • Initiate research with respect to health benefits associated with walnuts • Undertake education programs targeting key influencers
Outputs	<ul style="list-style-type: none"> • Information packages and educational materials
Industry Outcomes	<ul style="list-style-type: none"> • Health professionals and other key influencers promote walnuts as a part of a healthy diet.

OBJECTIVE 2: Increase product value (quality and price)

Strategy 2.1	Establish practices to enhance product quality throughout the value chain
Actions	<ul style="list-style-type: none"> • Develop and implement industry quality certification program • Investigate improved drying procedures • Investigate technologies to objectively measure moisture content of kernels

Outputs	<ul style="list-style-type: none"> • A quality certification program • Technologies to enable high moisture kernels (i.e. >7%) to be dried with no detriments to fruit quality • Technologies for measuring kernel moisture on-farm and prior to harvest
Industry Outcomes	<ul style="list-style-type: none"> • Australian walnuts maintain their high quality reputation • Industry has adopted agreed minimum quality standards and consistent protocols for providing evidence that product meets specifications

Strategy 2.2	Promote food safety practices from production through to consumption
Actions	<ul style="list-style-type: none"> • Identify food safety critical control points throughout the value chain • Understand the potential for microbial contamination in stockpiles • Address identified risks by developing technologies and protocols to help eliminate, reduce and / or manage associated risks • Facilitate education and training about key food safety risks, improved product traceability and management protocols
Outputs	<ul style="list-style-type: none"> • A best practice management program illustrating the critical control points and guidelines for managing these risks across the entire supply chain for microbial contamination and management • Food safety simulation exercises with industry participation
Industry Outcomes	<ul style="list-style-type: none"> • Food safety issues minimised • Australian walnuts maintain a positive food safety reputation

Strategy 2.3	Develop and enhance product differentiation
Actions	<ul style="list-style-type: none"> • Obtain credible data that can be used to differentiate Australian walnuts on the basis of product integrity, food safety, environmental credentials and quality parameters • Conduct consumer research to assess consumer taste and product attribute preferences • Encourage development of value-added products in response to consumer research findings
Outputs	<ul style="list-style-type: none"> • Credible data packages for the industry to differentiate Australian walnuts • Consumer research data to guide product development • A range of new walnut products
Industry Outcomes	<ul style="list-style-type: none"> • Customers have access to a range of new, high value products. • Customer confidence in Australian walnuts increased

OBJECTIVE 3: Improved efficiency and sustainability (costs and risks)

Strategy 3.1	Improve productivity and competitiveness across the value chain
Actions	<ul style="list-style-type: none"> • Develop practices to optimize: pollination efficiency, water use efficiency, nutrition efficiency (and sustainability) • Develop precision application methodology & systems for water, nutrition & pesticides to manage & reduce orchard variability • Develop whole of supply chain Integrated Pest and Disease Management program • Investigate the potential for “one pass harvesting” • Review and improve industry processing technologies and procedures

Outputs	<ul style="list-style-type: none"> • Best practice and technologies for: pollination, water use, pest and disease management and nutrition • Precision horticulture systems • One pass harvesting scoping study industry to assess feasibility • Processing review document and workshop
Industry Outcomes	<ul style="list-style-type: none"> • Australian walnut orchards remain highly productive: <ul style="list-style-type: none"> • Achieve industry average yield of 3.8 T/Ha (3 year rolling average) • Maintain costs of production at 2009/10 levels (i.e. \$3/kg) • Water use efficiency enhanced, as indicated by growers achieving a benchmark figure of at least 280 kg/ML. • Losses from pest and disease reduced • Pollination management becomes a minor risk to walnut production • Improved processing efficiency

Strategy 3.2	Safeguard industry production and marketing systems from potential biosecurity threats
Actions	<ul style="list-style-type: none"> • Ongoing assessment and prioritizing of biosecurity threats to walnut production and pollination • Support the monitoring of both the walnut and pollination industries for the presence of exotic pests and diseases • Develop and review incursion management plans including appropriate quarantine measures • Train industry in the use of incursion management plans
Outputs	<ul style="list-style-type: none"> • Biosecurity manual for both the walnut industry and the pollination industry • Walnut industry biosecurity crises response management program encompassing both production and pollination • National beehive surveillance program (continued and enhanced) • National walnut exotic pest and disease surveillance and reporting network • Consistent, up-to-date protocols for testing imported prunus pollen, seed, budwood and trees for exotic and endemic pests and diseases

	<ul style="list-style-type: none"> • Simulation workshops for exotic beehive and diseases (enhanced and continued)
Industry Outcomes	<ul style="list-style-type: none"> • The walnut industry is protected from biosecurity threats. • If an incursion was to occur, damage is minimised

Strategy 3.3	Support sustainable walnut production
Actions	<ul style="list-style-type: none"> • Develop practices to encourage sustainable soil health • Assess the impact of climate variability and climate change on walnut orchards • Investigate alternative uses of processing waste, i.e. husks and shells
Outputs	<ul style="list-style-type: none"> • Best practice soil health management technologies • Report developed to assess walnut production in relation to potential climate variability and climate change scenarios • Review to evaluate alternate uses for processing waste, including financial assessment of alternatives
Industry Outcomes	<ul style="list-style-type: none"> • Soil acidification / salinity mitigated. • Industry practices enhance promotion of soil biology • Australian walnut industry's carbon and environmental footprint reduced • The value of walnut husks and shells is increased to finance cracking costs

Strategy 3.4	Facilitate access to superior plant material
Actions	<ul style="list-style-type: none"> • Commercially focused cultivar breeding program • Evaluate promising cultivars and rootstocks • Develop a commercialization plan by 2013 for cultivars developed through the breeding program • Establish a walnut nursery accreditation scheme for the production of nursery trees by 2012 • Develop and promote recommended rootstock propagation protocols for use by nurseries • Establish and sustain a secure cultivar and rootstock pistachio germplasm repository
Outputs	<ul style="list-style-type: none"> • Alternative pollinators • Commercialisation plan developed for promising cultivars and rootstocks • Tree accreditation scheme developed • Rootstock and cultivar propagation protocols developed • A secure walnut germplasm repository
Industry Outcomes	<ul style="list-style-type: none"> • The walnut industry is provided with consistent supply of world leading virus-free rootstocks and varieties

OBJECTIVE 4: Provide a supportive operating environment (skills and communication)

Strategy 4.1	Enhance skills and capacity to support current and future industry needs
Actions	<ul style="list-style-type: none"> • Facilitate and support initiatives to develop: <ul style="list-style-type: none"> • Young leaders • Research capacity • Skills base across the industry

	<ul style="list-style-type: none"> • Secondary and tertiary students following a career in horticulture • International study trips organised and industry involvement encouraged
Outputs	<ul style="list-style-type: none"> • Scholarships to support tertiary institutional research • Training programs for industry stakeholders • Career days, field days and information sessions to promote walnuts and horticulture to students and teachers • International study trips
Industry Outcomes	<ul style="list-style-type: none"> • Industry capacity is enhanced through increased skills development.

Strategy 4.2	Develop and deliver effective R & D programs that support the Strategic Plan
Actions	<ul style="list-style-type: none"> • Prioritise strategies and actions requiring R & D projects • Calculate projected funds from statutory levies and voluntary contribution funds • Identify strategic partners to better leverage funds • Implement the plan by appointing R & D providers for priority R & D projects • Monitor and evaluate implementation of the R & D Strategic Plan via a formal review • Monitor skills required for each of the strategic committees and address any gaps
Outputs	<ul style="list-style-type: none"> • Strategic Plan for the Australian Walnut Industry • Project briefs for all priority strategies within each Objective • Processing sub-committee established • Evaluation Reviews of R & D Strategic Plan (Years 3 and 5)
Industry Outcomes	<ul style="list-style-type: none"> • The industry has a strong R & D plan

	<ul style="list-style-type: none"> • The R & D projects commissioned achieve the Outputs
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Strategy 4.3	Support adoption of R and D outcomes by effective extension
Actions	<ul style="list-style-type: none"> • All R & D projects to include an adoption plan, budget and resources allocation for extension and technology transfer • AWIA is to be written into all project applications to ensure active involvement in the extension process • Develop demand driven publications, products and services
Outputs	<ul style="list-style-type: none"> • Extension publications, products and services, including fact sheets, field days, workshops and training sessions • Project updates included in newsletters • Final project reports available on the AWIA website • Regular survey of stakeholders to evaluate technology transfer • Analysis of technology transfer
Industry Outcomes	<ul style="list-style-type: none"> • High level uptake of. R & D outcomes by industry

Strategy 4.4	Facilitate the two-way flow of information through the value chain
Actions	<ul style="list-style-type: none"> • Ongoing collection and dissemination of industry statistics • Develop and implement a communication strategy • Fostering opportunities for value chain interaction including the Annual Walnut Conference and Marketing Forum

	<ul style="list-style-type: none"> • Evaluate the effectiveness and appropriateness of communication practices
Outputs	<ul style="list-style-type: none"> • Publications disseminating industry statistics • Communication initiatives including website updates and e-newsletters • Annual Walnut Conference and Marketing Forum • Annual communication effectiveness survey
Industry Outcomes	<ul style="list-style-type: none"> • Proportion of stakeholders accessing the AWIA's website increases • All stakeholders across the value chain are informed and engaged • Decision making across all areas of the walnut supply chain are supported through access to timely and relevant information • Industry statistics are up-to-date and readily available in a range of formats

APPENDIX L: WALNUT WORKSHOP/FIELD DAY PROGRAM

**AUSTRALIAN WALNUT
INDUSTRY ASSOCIATION**



WALNUT ‘GROWER’ WORKSHOP

and

ORCHARD VISIT

Saturday 25th February 2012 10.00 AM to 4:30 PM

at

DPI Research Centre 255 Ferguson Road Tatura, Vic.

This seminar will:

- Detail issues in relation to Quality Assurance of Walnuts
- Develop industry parameters for Quality assurance
- Review Walnut Blight control from 2011/12.
- Present the various fungicides and alternative methods available and spray units for application.
- Provide a forum for questions and answers in relation to industry issues

PROGRAM

10:00 am	Registration and refreshments
10:20 am	Welcome and Opening <ul style="list-style-type: none">• AWIA update
10:30 am	<i>“Crisis Management for the Australian Walnut Industry”</i> . Richard Bennett, Horticulture Australia Limited
11:00 am	<i>“Freshcare for the Walnut Industry”</i> . Terry Rudge, Freshcare Trainer.
11:30 am	Industry Panel and Grower interaction session <i>“What quality parameters are growers currently using?”</i>
12:30 pm	Lunch
1:15 pm	Grower interaction session <i>“What worked on Walnut Blight in 2011/12?”</i>
2:00 pm	<i>“Orchard Sprayer Operation for Effective Management of Walnut Blight</i> . Dr Harold Adem, Victorian Department of Primary Industries, Tatura
2:30 pm	Afternoon tea.
3:00 pm	Orchard visits

Sponsored by the Australian Walnut Industry Association

APPENDIX M: IDNA TOOL H 1

Tool: H.1

RECRUITING TIMETABLE

Following is a template which may be used in preparing a recruiting timetable. It is important to balance two key drivers:

- Taking the time to do it well and comprehensively. Remember you are planning a significant financial investment.
- Keeping the process swift and professional so you don't lose a potential good applicant to another employer or through disenchantment with delays.

Activity	By when	Comments
1. Identify and describe Industry Development need.	1 st May 2012	<ul style="list-style-type: none"> • Write down and agree a clear description of the need to be addressed. (refer to <i>Tools D Schedule of ID Activity</i>; and <i>F Action Plan</i>). • Consider options and confirm that the best strategy to address is via an employed resource.
2. Agree how and by whom the person will be employed and managed.	30 th May 2012	<ul style="list-style-type: none"> • Refer to <i>9.2 Guidelines for the Employment of ID Personnel</i>.
3. Agree who will oversee and manage the recruitment process and who will be on the interview panel.	30 th May 2012	
4. Determine remuneration level and package structure; and professional development options.	30 th May 2012	
5. Discuss and agree induction program.	30 th May 2012	
6. Develop, review and agree the Position Description.	30 th May 2012	
7. Place advertisements and promote new position vacancy.	7 th July 2012	<ul style="list-style-type: none"> • Take time to write a good advertisement that will be noticed and attract applicants. • Consider having the advertisement professionally designed, for more impact. • Be aware of publication 'lead-time' (i.e. how long it will be from when you send them the advertisement to when the publication will be distributed). This has implications for your 'Applications received-by' date.

Activity	By when	Comments
8. Receive applications	1 st August 2012	<ul style="list-style-type: none"> • Allow 2-3 weeks from publication date to 'Applications received-by' date. • Acknowledge all applications as received. See <i>Tool H.3 Sample Application Acknowledgement Letter</i>.
9. Initial Screening (and any initial telephone interviews to assist screening) and arrange first interviews.	7 th August 2012	<ul style="list-style-type: none"> • Allow 1week.
10. Interviews – Round 1 and evaluate interviewees.	14 th August 2012	<ul style="list-style-type: none"> • Allow 1 week. See <i>Tools H.4 Sample Interview Questions; H.5 Interview Assessment Form</i> and; <i>H.6 Applicant Evaluation Table</i>.
11. Advise unsuccessful applicants.	21 st August 2012	<ul style="list-style-type: none"> • Do this promptly. They will be anxious to hear and delaying will only harm the reputation of your organisation.
12. Interviews – Round 2 (if necessary).		<ul style="list-style-type: none"> • Allow just a couple of days.
13. Reference Checking.	21 st August 2012	<ul style="list-style-type: none"> • Allow just a couple of days.
14. Confirm decision/choice internally. 15. Offer of employment and Letter of offer.	1 st September 2012	<ul style="list-style-type: none"> • Do this immediately after satisfactory reference checking. Don't delay. • See <i>Tool H.7 Sample Letter of Offer</i>.
16. Commence employment.	1 st October 2012	

APPENDIX N: EXECUTIVE COMMITTEE DISCUSSION PAPER

INDUSTRY DEVELOPMENT OFFICER/TECHNICAL FIELD OFFICER

ISSUES FOR CONSIDERATION/DISCUSSION:

INTRODUCTION:

The following information has been prepared and considered by the IDO sub-committee of Carol Kunert, Colin Jack, Bryan Goble and Hilary Jankelson.

While there may be other aspects that can be added to the information it is considered to broadly cover what has been considered and discussed by the AWIA Executive Committee over the past 12 to 18 months.

1. Role

- Undertake Walnut Industry Development
- Prepare communication for industry – newsletters, e-news, technical bulletins, website material, and articles.
- Organise two grower workshops per year
- Visit growing regions around Australia once a year to meet with members.
- Investigate and recommend potential R&D projects/programs.
- Manage R&D Projects/programs that are specifically under the AWIA banner.
- Act as the secretariat for the R&D Committee

2. Employment:

- Part Time
- 2 days per week
- Three year contract
- Contract at an agreed single all inclusive rate, OR
- Employment at Annual rate of \$80,000 plus superannuation plus additional employment costs of workcover
- Commencement date 1st October 2012

3. Skills

- Technical qualifications eg Degree
- Good communication skills – written and oral
- Computer and Social Media literate

4. Management

- Person to report to either the President of AWIA or the Chair of the AWIA R&D Committee
- Annual KPI's and performance to be managed by the AWIA R&D Committee

4. Title

- After discussions with Richard Stephens of HAL the title of the position is entirely up to the Walnut Industry and needs to reflect the main role of the position. AWIA does not have to use the term Industry Development Officer if another title is relevant.
- Options might be Technical Transfer Officer, Industry Communications Officer or Walnut Technical Officer.

RECOMMENDATION:

The IDO sub-committee would make the following recommendation to the AWIA Executive Committee.

“That the AWIA Executive Committee adopt the following as the basis for employing an individual to undertake agreed industry development:-

- a) Role of the position be as detailed above,*
- b) Individual be contracted for a three year period on a part time basis,*
- c) Individual to be contracted for 10 hours per week for the first year and then up to 20 hours per week in years two and three.*
- d) Individual to be either employed by AWIA or contracted to AWIA depending on the best option at the time of finalising the contract.*
- e) The commencement date be 1st October 2012 (or as near as practical)*
- f) Management of the role be with the Executive through the President and the Chair of the R&D Committee*
- d) The position be put out to tender*
- f) The indicative base rate be for a Full Time Equivalent (FTE) up to \$100,000*
- g) Role to be funded through a Walnut Voluntary Contribution fund.”*

For due consideration by the Australian Walnut Industry Association Executive Committee.

Carol Kurnet.
President, AWIA
25th May 2012.

APPENDIX O: POSITION DESCRIPTION

Australian Walnut Industry Association (AWIA)

Walnut Industry Technical Communications Officer

Position Description & Employment Arrangements

Introduction

The Australian Walnut Industry Association (AWIA) is the peak body representing the interests of producers, processors, and persons directly involved in the Australian walnut industry. The industry is rapidly expanding its production as a result of increased plantings over the last ten years.

AWIA has identified continuing industry development, such as skills development, up to date information on production methods, and well informed growers as essential to the capacity building of the Walnut Industry.

An industry development manager (IDM) role very successfully contributed to Industry Development for many years, however external funding from DPI Victoria ceased in 2010. While this left a temporary gap in services, AWIA wishes to continue vigorous Industry Development on behalf of its members.

Industry Development is defined by Horticulture Australia Limited (HAL) as “informing and empowering those in Horticulture to make better business decisions”. Industry development activity bridges the gap between R&D and Industry Adoption, enabling Industry strategic plans to be implemented. (HAL 2008)

Benefits to AWIA members include up to date technical information on horticultural practice for walnuts based on research. Adoption of improved walnut production methods through trials in Australia and by using information from well established production regions outside Australia.

AWIA is now looking to engage an individual to fulfill the role of the Walnut Industry Technical Communications

Primary Roles

The primary role will be to undertake walnut industry development in the areas of skills development, dissemination of current production methods, research and market trends in Australia and worldwide. This will result in a regular provision of information to the walnut industry ensuring members kept informed and up-to-date to enable best practice management decisions.

Specific Responsibilities

The specific responsibilities of the Walnut Industry Technical Communications Officer will be to

- Prepare communication for industry – newsletters (quarterly), e-news (monthly), technical bulletins, website material, articles on a regular basis.
- Organise two grower workshops per year
- Ensure communication with members in growing regions around Australia once a year by meeting or video conference.
- Investigate and recommend potential R&D projects/programs to the R&D committee.
- Manage R&D Projects/programs that are specifically under the AWIA banner

including milestone reports.

- Act as the secretariat for the R&D Committee
- Report on all program expenditure on a monthly basis to R&D Chairperson.
- Assist and participate in Walnut Industry Symposiums, and Industry visits as required.

Remuneration and Review

The position is a part time position and in the first year will be based on the person working a maximum of 40 hours per month.

After the review at the end of the first year the part time position, and subject to continued funding availability may be increased up to a maximum of 80 hours per month for the second and third year of the contract.

Any additional hours per week will only be undertaken after consultation and authorisation of the appropriate representative of AWIA.

The method of employment/contracting the position will be negotiated between the Australian Walnut Industry Association and the individual.

The remuneration amount and method of payment will be negotiated between the Australian Walnut Industry Association and the individual.

Commencement date -October 2012

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Management and Reporting

The Walnut Industry Technical Communications Officer will report to a project management team including the President of AWIA and the Chair of the AWIA R&D Committee

Annual KPI's and performance to be managed by the AWIA R&D Chairperson and President AWIA.

- Monthly project reports, including hours spent on each project, and accounting for related expenditure to Chairperson Research and Development.
- Summary progress reports to R&D committee meetings and AWIA Executive.

Professional Development

The position will be offered professional development through the industry development network of Horticulture Australia Limited where appropriate.

Performance Review

- The position will have a three month probationary period and at the end of three months a review will be undertaken. If the review is positive and acceptable to both parties a three year contract will be offered with an annual review.
- Annual review will consider achievement of project milestones.
- Annual review will consider achievement of above specific responsibilities.
- Achievement of project activity within allocated budget.

Selection Criteria

The person fulfilling the role of the walnut Industry Technical Communications Officer must have

- Technical qualifications e.g. Degree in Science, (agricultural science, horticultural) or similar qualifications
- Demonstrated experience working for an industry body or in an industry support officer role
- Proven excellent communication skills – both written and oral
- High level of Computer and Social Media literacy.

Other Matters

All aspects of employment will be negotiated prior to the commencement of the role. Either Party may, at any time by written notice, terminate the Terms of this Agreement in whole or reduce the scope of this Agreement without prejudice to the rights, liabilities, or obligations of either Party accruing prior to the date of termination. If this Agreement is terminated or reduced in scope AWIA will only be liable for:

- (a) payments under the payment provisions of this Agreement up to the date of termination; and
 - (b) Any reasonable costs incurred by AWIA and directly attributable to the termination of the Term of this Agreement or reduction in scope of the Agreement.
- Upon receipt of the expiry of a termination notice or a notice of reduction in scope the individual must:
- (a) cease or reduce the performance of individual's obligations under this Agreement in accordance with the notice;
 - (b) Immediately do everything possible to mitigate all losses, costs, and expenses, arising from the termination or reduction in scope contained in the notice.

The notice for termination shall be 30 days until 30th October 2013 and thereafter the notice shall be 90 days.

The terms of the agreement may be altered by the Parties by agreement in writing.

APPLICATIONS

Written applications for this position must address the Selection Criteria
Applicants are to provide the names and contact information of three (3) relevant referees

Applications will be received up COB Friday 5th October 2012 to PO Box 518
Strathfieldsaye, Victoria 3551.

Enquires to Mr Colin Jack, Chair AWIA -Research & Development. 0419 114 386

APPENDIX P: POSITION ADVERTISEMENT

WALNUT INDUSTRY TECHNICAL COMMUNICATIONS OFFICER

The Australian Walnut Industry Association (AWIA) represents growers, producers and processors across the walnut industry. The Association with the membership has implemented the Walnut Industry Strategic Plan with primary emphasis on technical support for the industry.

This newly funded position has a primary role to support the technical development of an expanding Australian Walnut Industry by the implementation of Research and Development projects and communication of best practice methods to the industry.

The position is part time and reports to a project team including the President of AWIA and the Chair of the AWIA Research & Development Committee.

Essential requirements for this position

- Technical qualifications eg Degree in Science, Agricultural Science or equivalent qualifications.
- Experience in working for an industry body.
- Demonstrated excellent communication skills – both written and oral
- High level of Computer and Social Media literacy.

Enquiries and Position documentation - Contact Colin Jack 0419 114 386

Applications addressing the selection criteria and three referees to AWIA,

Post Office Box 518, Strathfieldsaye Victoria 3551 by Friday 5th October 2012