

HORT INNOVATION

RESET AND REFRESH – ROLES, RESPONSIBILITIES AND ADVICE MECHANISM

Industry Stakeholder Online Workshops – Summary Report

7 October 2022

Two online workshops were held on Tuesday 4 and Wednesday 5 October 2022, as an opportunity for industry to hear from commodity PIBs about their preferred advice mechanism models.

This report sets out discussion points, actions and outcomes from the two online workshops delivered in October 2022 as part of the Reset and Refresh process.

1. OUTCOMES AND ACTIONS

Both workshops featured detailed discussion of elements of the Advice Mechanism Principles. The following outcomes and actions were noted:

- Both workshops featured discussion about **conflict-of-interest management processes, cross-industry investment and identification of common R&D priorities**. Individual industries are encouraged to consider how best to incorporate and address these elements, in collaboration with Hort Innovation, as part of identifying their preferred advice mechanism model.
- The structure, communication and availability of **Milestone reports** to advice mechanisms were discussed at both workshops. Hort Innovation will review this aspect with the aim of improved connectivity between project delivery and advice mechanisms, and welcomes industry's feedback, via ask.us@horticulture.com.au
- **Cost considerations** of proposed models discussed at Wednesday workshop. Hort Innovation to work with industries to assess the services required, how that can be most efficiently provided and cost implications.
- **Hort Innovation aims to hold two industry forums in early 2023** which will include Reset and Refresh progress updates and advice mechanism continuous improvement discussions with commodity PIBs, Commonwealth Government, researchers and industry stakeholders.
- Consideration will be given to a **forum for Tropical industries** to collaborate in combination with Hort Connections.
- In response to interest shown at the workshops regarding **organisational initiatives including Deloitte's review of procurement processes and systems**, Hort Innovation will provide an overview of the review's recommendations, status of implementation and associated timelines.

Industries are encouraged to contact Hort Innovation, before **19 October 2022**, to outline their preferred advice mechanism model. PIBs do not need to present a fully formed model, the intention is for industry and Hort Innovation to work together to develop the advice mechanism collaboratively.

Please contact Hort Innovation via your ISP or email ask.us@horticulture.com.au

2. WORKSHOPS

In early August 2022, Hort Innovation released a [Workshop Summary Report](#) that captured feedback on the Updated Roles, Responsibilities and Advice Mechanism Principles, discussed at industry workshops in June 2022. That report also included a project plan for Phase Two of the Reset and Refresh process.

Hort Innovation committed to hosting online workshops to outline the project plan's status and give commodity PIBs the opportunity to present an outline of their preferred advisory models. These workshops were held on Tuesday 4 October and Wednesday 5 October. The workshop agenda is [available here](#).

In total 87 people attended the workshops, 55 of which were industry representatives. The discussion at both workshops was constructive and focused on how these models could operate in practice.

Hort Innovation acknowledges and thanks the following presenters for outlining their preferred models and responding to questions raised by workshop attendees:

- **Clare Hamilton-Bate, CEO of the Australian Macadamia Society**
- **Michael Coote, CEO of AUSVEG**
- **Trevor Ranford, Executive Officer of Pistachio Growers Association**
- **Peter Long, Executive Officer of Australian Sweetpotato Growers**
- **Tim Jackson, CEO of the Almond Board of Australia**

Five industry models were presented, showing different ways to approach three types of advice mechanisms:

- Updated Strategic Investment Advisory Panel (SIAP)
- Industry workshop
- Commodity PIB-initiated advisory panel or committee

The workshop presentation is [available here](#).

3. KEY DISCUSSION POINTS

Many topics were covered in the workshops, across all the Advice Mechanism Principles. Below is a high-level summary of some key discussion points.

- Strong governance is required in any model, but particularly if the model is utilising several tiers of existing industry structures.
- Hort Innovation emphasised the ability for industry to develop or refine a model that suits its needs. For instance, previous limits of two PIB Board members on a SIAP may not make sense in a new model.
- There was agreement that 37 different advice mechanism models would be unwieldy, unmanageable and costly. Hort Innovation outlined that the models adopted by industry would ideally fit within three or four 'buckets', such as those presented at the workshops.
- The timeline for implementation of preferred models was discussed. The goal Hort Innovation is working toward is agreement between Hort Innovation and PIBs regarding their preferred advice mechanism by end of December 2022. To facilitate this, PIBs are requested to provide an indication of their preferred model by 19 October 2022.
- Conflict of interest (COI) was discussed in detail, particularly the need to manage this without creating unnecessary barriers to collaboration. Processes exist to manage COI in current SIAPs, however PIBs may wish to review these systems as part of the development of their preferred model.
- Organisational improvements, including the Deloitte review of procurement processes were discussed, with Hort Innovation outlining it will provide industry with a summary of recommendations, actions and implementation status.
- Acknowledgement that the mechanisms provide advice only, Hort Innovation has ultimate accountability for decisions regarding investments.

- Emphasis from commodity PIB presenters that some existing industry structures will need to incorporate Hort Innovation involvement if those structures are to be part of the new advice mechanism.
- Cross-industry collaboration regarding R&D is about providing an opportunity for collaboration where it provides value. Individual industries to consider how best to incorporate opportunities for cross-industry collaboration, as part of identifying their preferred advice mechanism model.
- Communication and feedback loops are critical in relation to not only the advice but also the R&D projects that are being delivered and their performance. Part of this is Milestone reports, how they are structured, how and when they are communicated to advice mechanisms, plus the ability to provide advice on project refinement while they are being delivered.
- Recognition that there are many funding opportunities and opportunities for cross-sector collaboration within and outside of horticulture, for example Plant Health Australia, Agricultural Trade and Market Access Cooperation (ATMAC).
- Smaller industries may lack resources (e.g., Executive Officer capacity) but could consider sharing functions and improved collaboration.