

# HORT INNOVATION

## RESET AND REFRESH – ROLES, RESPONSIBILITIES AND ADVICE MECHANISM

### Next Steps and Workshops Summary Report

2 August 2022

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## 1. INTRODUCTION

This report sets out feedback received at the industry workshops delivered in June 2022. It also sets out the project plan for Phase Two of the Reset and Refresh process

Horticulture industry stakeholders came together at two workshops held in Brisbane and Melbourne on the 14<sup>th</sup> and 15<sup>th</sup> of June 2022 respectively.

The objectives of these workshops were:

1. Clearly identify and agree the role commodity PIBs, Hort Innovation, and the Commonwealth Government relating to investment of Levies and Taxpayer Funds for research, development, and extension (RD&E) and marketing (where relevant), and
2. Define principles for suitable advice mechanisms in relation to those investments.

Both workshops were constructive and focused on how to raise the quality of outcomes for all industry participants, with many noting that this is one step in a process to achieve meaningful change.

While the focus of the workshops was on two foundational issues – roles, responsibilities and the advice mechanism – several other issues were raised and captured. These ‘Feedback Items’ are outlined in this report along with a project plan detailing next steps for Phase Two of the Reset and Refresh process.

## 2. DEFINITIONS OF ROLES AND RESPONSIBILITIES

Clear definitions specify the roles the parties have relating to investment of Levies and Taxpayer Funds for RD&E (and marketing) and the advice mechanisms relating to informing those investments. Draft definitions were considered by the workshop participants and feedback provided to refine roles and responsibilities of PIBs, Hort Innovation and the Commonwealth Government. Hort Innovation shared the updated Roles and Responsibilities with workshop participants on 8 July for feedback. The updated Roles and Responsibilities are provided in [Appendix A](#).

Themes of discussion included:

- *Definitions in the framework document largely captured roles but did not emphasise enough shared or collaborative activities.*
- *Roles and responsibilities in each step of the investment cycle would be useful, noting that they may change depending on the nature of the investment or project.*
- *The Commonwealth Government's research priorities and the need for communication of those priorities to industry in the interests of transparency.*
- *PIBs can offer the opportunity for all levy payers to engage but in most cases, they do not have sufficient resources (including a register of levy payers) to feasibly engage with all levy payers.*
- *The base level of capacity required by PIBs to meet the roles and responsibilities. Some PIBs may choose to cooperate and share resources to fulfil their responsibilities.*
- *PIBs should have responsibility for developing their Industry Strategic Plan (ISP) from which a Strategic Investment Plan (SIP) can be constructed in collaboration with Hort Innovation.*
- *Effective industry advice relies on accurate, timely and transparent financial and other information being available from Hort Innovation.*
- *There is a shared responsibility between PIBs and Hort Innovation for communication and extension activities with levy payers.*
- *All three parties - PIBs, Hort Innovation and the Commonwealth Government - have a responsibility to engage collaboratively.*

### 3. ADVICE MECHANISM PRINCIPLES

To ensure that advice mechanisms align with the requirements of industry, Hort Innovation, and the Commonwealth Government, principles for those mechanisms were proposed to the workshops.

There was broad understanding of the need to have principles met by the advice mechanism or model, to ensure Hort Innovation can meet its statutory obligations. Hort Innovation shared the updated principles with workshop participants on 8 July for feedback. The updated principles are provided in [Appendix A](#).

Themes of discussion included:

- *Removing duplication to drive greater innovation.*
- *Accountability and the need for Key Performance Indicators (KPIs) that would quantitatively measure the success or failure of advice given.*
- *Reference to the Industry Strategic Plan where there is one.*
- *Mechanisms for dispute/difference of opinion resolution in a timely manner.*
- *Building the resources to map advice.*
- *Need for provision of accurate, up-to-date financial (and other) information to support advice mechanism.*

## 4. THE WAY FORWARD

Following consideration of roles and responsibilities and the advice mechanism, the workshops concluded with discussions on “the way forward”.

In this session, participants were asked to assess their agreement and understanding of key questions. Broadly participants agreed with or supported the propositions but wanted to see further detail before giving full commitment. A summary of support for the questions is provided below.

Question	% of participants voting 'Yes'
<b>Q1</b> Based on what you have heard today, are roles and responsibilities of commodity PIBs, Hort Innovation and Commonwealth Government clear for you?	<b>86%</b>
<b>Q2</b> Do you feel we are able to move forward more collaboratively now based on clear understanding of the respective roles?	<b>93%</b>
<b>Q3</b> Are the criteria for advice mechanisms clear to you?	<b>63%</b>
<b>Q4</b> Will the information and discussion from today help you to identify an advice mechanism for your industry?	<b>89%</b>
<b>Q5</b> The intention is that Hort Innovation will engage individually with commodity PIBs to discuss their industry’s preferred advice mechanism model. Are you supportive of that process?	<b>96%</b>

Common themes from these discussions were:

- *The role of industries in leading and helping inform project development - based on the industry's strategy.*
- *Commentary about the skills and scale of PIBs and their ability to meet the principles for advice mechanisms, particularly for smaller industries.*
- *Clarity about whether PIBs are expected to communicate with all levy payers, the financial implications of this and how all levy payers would be identified.*
- *Conflict of interest and the need for it to be proportionally managed based on risk.*
- *Cross industry RD&E also discussed, particularly that if industry is providing advice on the RD&E priorities, Hort Innovation could then identify commonalities.*
- *Timeframe for implementation of next steps around development of models, action, and process.*

## 5. FEEDBACK ITEMS

While the focus of the workshops was on roles, responsibilities and the advice mechanism, many topics were raised and captured through the discussions. This was to ensure that comments, discussions, or questions that were not directly related to the workshop topics were captured. Key points are summarised below.

Hort Innovation has reviewed these topics and considered them in the development of its project plan for Phase Two of the Reset and Refresh project. Those that are not covered in the Phase Two project plan, have been incorporated into other programs of work, or will form part of next steps in 2023, all of which will be communicated to Commonwealth Government and PIBs as part of regular updates and tripartite meetings. For instance, Hort Innovation has commenced a project to review procurement processes in an effort to identify efficiencies and improvements that can be implemented across the business. The Working Group will continue in its role of providing industry input, guidance and advice on the implementation of the Phase Two project plan, to ensure the approach is collaborative.

### Accountability mechanisms

Comments and questions related to what Hort Innovation's role is in ensuring that PIBs meet the requirements of the principles for an advice mechanism, that they are accountable in their reporting mechanisms, and what the ultimate mechanism for managing disputes between Hort Innovation and PIBs is.

### Financial acumen and project management skills

Feedback at both meetings centred around the need for financial acumen and best practice project management skills including financial forecasting and fund management, portfolio and procurement management and timely communication directed through the industry strategic partners.

### Communication to levy payers

Discussion on the PIBs' roles in providing an opportunity for engagement across all level payers raised the issue of the use of grower databases and levy payer registers.

### Communicating and influencing government priorities

Points were raised about the Commonwealth Government more effectively communicating and providing guidance on its RD&E priorities to PIBs, industry stakeholders, Levy payers as well as Hort Innovation. This was acknowledged as being critical to an effective advice mechanism. PIBs also are also seeking to develop an opportunity for horticultural industry issues and RD&E opportunities to be better communicated to the Commonwealth Government.

### Cross-industry projects / multi-industry collaboration

The value of cross-industry and multi-industry projects was acknowledged by participants but there was confusion over who was responsible for driving project and investment collaboration between horticultural industries.

## 6. NEXT STEPS

The workshops were a starting point to address the feedback received through stakeholder interviews, which were set out in the Reset and Refresh stakeholder insights report of November 2021 [available here](#). Hort Innovation has considered the feedback outlined in the report, and gathered through the workshops, as well as elements of feedback provided by PIBs as part of the annual performance meeting with the Department of Agriculture, Fisheries and Forestry, to develop a project plan for Phase Two of the Reset and Refresh Project. These next steps are set out below.

### Engagement and leadership

Participants clearly voiced at the workshops the desire that action is taken promptly to address the feedback provided to Hort Innovation. In turn, Hort Innovation has asked industry stakeholders to take a leadership role in implementing proposed changes.

ACTIONS	STATUS
A. The definitions of roles and responsibilities, plus the principles for advice mechanisms, updated to reflect the workshop feedback by 1 July 2022. Please note this has been completed, and the updated definitions and principles are provided in <a href="#">Appendix A</a> .	Completed
B. A clear timeline for phased implementation of next steps, with regular reporting to the Hort Innovation Board on progress. Please note this Report provides the outline of intended next steps and timing.	Completed
C. Giving senior Hort Innovation managers responsibility and accountability for implementing the agreed project plan. General Managers Seth Wreyford and Anthony Kachenko will be leading this project and reporting to Brett Fifield and the Hort Innovation Board regularly on its progress.	Completed
D. Ensuring that Hort Innovation managers are adequately internally and/or externally resourced to deliver against the timeline.	Initiated by 31 July 2022
E. Monthly communication to PIBs and industry stakeholders on progress against the project plan – will commence once the plan is settled.	Initiated by 31 July 2022
F. Holding another workshop (or series of workshops) before 31 December 2022 to outline the progress made against the project plan in an interactive way. This is also an opportunity to present case study examples of industries that have developed and/or implemented their advice mechanism model.	Completed by 31 December 2022

## Respectful interaction

The workshops were constructive and positive and set a strong foundation for respectful interactions between PIBs and Hort Innovation. However, there is an ongoing commitment to a positive way of working together. Some short-term actions are suggested below – and building mutual respect relies on effective industry leadership and calling out inappropriate behaviour if it occurs.

ACTION	STATUS
G. Internal communication within Hort Innovation on the need to change and reset the relationship with PIBs – and what this means practically for Hort Innovation staff.	Commence by 31 July 2022
H. Internal communication within the PIBs on the need to change and reset the relationship with Hort Innovation – and what this means practically for PIB staff, Board members, and other roles.	To be discussed with PIBs
I. Embedding the suggested behaviour change principles (page 28 - industry stakeholder insights report) in interactions between PIBs and Hort Innovation. Practically, this could be as simple as including a slide or print-out of the principles for reference at all meetings.	Initiated by 31 July 2022
J. Hort Innovation and PIB management to review and monitor the tone, content and methods of communication and stakeholder engagement to ensure they reflect the principles.	Initiated by 31 July 2022

## Acknowledgement and accountability

A significant risk for all parties in reviewing and reconsidering the mechanism for providing advice, is models not meeting the Commonwealth Government's requirements. An additional risk is how disputes between Hort Innovation and PIBs will be managed, especially where industry advice is perceived to be “ignored” or does not translate in RD&E projects that align with PIB expectations.

ACTION	STATUS
K. Development of appropriate accountability and dispute resolution mechanisms.	Initiated by 31 August 2022
L. Review of the Hort Innovation Constitution, including consideration of confirming and formalising the PIBs’ roles and responsibilities (noting this may be a longer-term initiative).	Initiate after 31 December 2022
M. Defining the function or potential roles and responsibilities of other relevant structures and organisations such as the National Farmers Federation (NFF) Hort Council.	Initiate after 31 December 2022

## Reset and refresh

As stated previously, PIBs and levy payers must see genuine evidence of a “refresh and reset” in the next 6-12 months. In the short-term, the following key actions are suggested:

ACTION	STATUS
N. Hort Innovation to engage with individual industries to assist with the co-design of their preferred advice mechanism model, based on the amended principles discussed at the workshops by 31 August 2022.	Initiated by 31 August 2022
O. Hort Innovation to provide up-to-date financial statements for each levy for 2021-22 to the relevant PIBs as soon as practicable.	Initiated by 31 August 2022
P. Hort Innovation to discuss with PIBs clear performance requirements for PIBs to meet regarding roles and responsibilities and the advice mechanism. Key Performance Indicators (KPIs) to be developed that PIBs can consider in developing their preferred mechanism and reflected in contractual obligations.	Initiated by 31 August 2022
Q. If a Strategic Investment Advisory Panel (SIAP) remains the preferred advisory mechanism for an industry, Hort Innovation together with the PIB will review the governance framework including membership, purpose, role, authority level, operational metrics (e.g., number of meetings per year, facilitated or chaired, timely provision of minutes) obligations of members, and confidentiality arrangements.	Initiated by 31 August 2022
R. Hort Innovation and PIBs to institute formal bi-annual meetings with Hort Innovation senior management and relevant staff (or continued where they are already occurring).	Initiated by 31 August 2022
S. Tripartite meeting held between Hort Innovation, PIBs and the Australian Government, which includes a discussion on the Commonwealth’s RD&E priorities to provide greater clarity.	Initiated by 31 August 2022

## Ability to determine structure

All parties acknowledge that one advice mechanism model will not suit all industries, and therefore industries are able to identify the model they prefer (that meets the advice mechanism principles). Some industries identified at the workshops that they are seeking guidance or advice on advice mechanism models, that clearly meet the design principles and demonstrate “no go” areas. Required actions are N and P (above), Hort Innovation and PIBS to discuss model options and/or industry case studies and/or KPIs (as outlined above) of advice mechanisms.

## Future-fit skills

The workshops and stakeholder interviews identified the need for skilled and qualified staff and adequate resourcing to enable the PIBs to provide effective advice. This is particularly an issue for smaller industries and raises questions about what internal capability is required within the PIBs, the degree of support Hort Innovation will provide to PIBs for their advice mechanisms, and what external capability may be required. Specific activities proposed in this area are:

ACTION	STATUS
T. Hort Innovation to confirm with PIBS the resourcing available to support PIBs deliver the service of providing advice.	Initiated by 31 October 2022
U. Hort Innovation and PIBS to consider a system of internal and/or external capacity-building programs to ensure that PIBs have the capability in strategic priority setting and providing advice.	Initiated by 31 October 2022

## Unifying vision

Whilst not discussed specifically at the workshops, the stakeholder interviews and industry stakeholder insights report raised the potential for an industry vision articulating shared goals. This could be discussed as one of the key agenda items at future workshops.



## 7. IMPLEMENTATION PLAN

The actions outlined below are drawn from Section 6 in this report, “Next Steps”, to be commenced between 1 July and 31 December 2022. The letter reference below corresponds with the reference in Section 6.

### Actions initiated in July 2022

- D. Ensuring that Hort Innovation managers are adequately internally and/or externally resourced to deliver against the timeline.
- E. Monthly communication to PIBs and industry stakeholders on progress against the project plan (providing project plan has been settled).
- G. Internal communication within Hort Innovation on the need to change and reset the relationship with PIBs – and what this means practically for Hort Innovation staff.
- I. Embedding the suggested behaviour change principles (page 28 - industry stakeholder insights report) in interactions between PIBs and Hort Innovation.
- J. Hort Innovation and PIB management to review and monitor the tone, content and methods of communication and stakeholder engagement to ensure they reflect the principles.

### Actions to be initiated in August 2022

- K. Development of appropriate accountability and dispute resolution mechanisms.
- N. Engage with individual industries to assist with the co-design of their preferred advice mechanism model, based on the amended principles discussed at the workshops.
- O. Up-to-date financial statements for each levy for 2021-22 to be provided to the relevant PIBs.
- P. Clear performance requirements for PIBs to meet regarding roles and responsibilities and the advice mechanism are set out in clear Key Performance Indicators (KPIs) that PIBs can consider in developing their preferred mechanism and reflected in contractual obligations.
- Q. If a Strategic Investment Advisory Panel (SIAP) remains the preferred advisory mechanism for an industry, a review of the governance framework including membership, purpose, role, authority level, operational metrics (e.g., number of meetings per year, facilitated or chaired, timely provision of minutes) obligations of members, and confidentiality arrangements should be completed.
- R. Formal bi-annual meetings of each PIB with Hort Innovation senior management and relevant staff should be convened (or continued if they are already occurring).
- S. Tripartite meeting held between Hort Innovation, PIBs and the Australian Government, which includes a discussion on the Commonwealth’s RD&E priorities to provide greater clarity.

### Actions to be initiated in September 2022

- F. Holding another workshop (or series of workshops) to outline the progress made against the project plan in an interactive way. This is also an opportunity to present case study examples of industries that have developed and/or implemented their advice mechanism model.

### Actions to be initiated in October 2022

- T. Hort Innovation to confirm with PIBS the resourcing available to support PIBs deliver the service of providing advice.
- U. Hort Innovation and PIBS to consider a system of internal and/or external capacity-building programs to ensure that PIBs have the capability in strategic priority setting and providing advice.

### Actions to be initiated in November 2022

- Agreements with PIBs to be discussed regarding advisory mechanisms.

### Actions to be initiated in December 2022

- The preferred advice mechanism model for each industry implemented.

See [Appendix B](#) for list of workshop participants and documents provided to attendees.

# APPENDIX A: UPDATED ROLES, RESPONSIBILITIES AND ADVICE MECHANISM PRINCIPLES

## Advice mechanism principles

To ensure that advice mechanisms align with the requirements of industry, Hort Innovation, and the Commonwealth Government, several principles for those mechanisms were proposed at the workshops.

There was a broad understanding of the need to have principles met by the advice mechanism or model to ensure Hort Innovation can meet its obligations. Hort Innovation shared the updated advice mechanism principles with workshop participants on 8 July for feedback. The revised Principles are outlined below.

1. The mechanism should have clearly defined governance frameworks including membership, purpose, role, authority, operational metrics, obligations of members, conflict of interest, and confidentiality arrangements. Conflicts of interest and confidentiality must be managed appropriately and consistently within an advice mechanism, noting that commodity PIBs or other representatives on an advice panel might have dual roles as a service provider.
2. Where they choose to provide advice, commodity PIBs will be accountable for engaging and consulting widely with Levy Payers, including other industry bodies and relevant grower groups representing a cross-section of the whole industry, to identify, prioritise, and document RD&E [and marketing] requirements.
3. Identification of RD&E [and marketing] priorities through the mechanism must consider Industry Strategic Plans (ISPs), Strategic Investment Plans (SIPs), Hort Innovation's Strategic Plan and the Commonwealth Government's Priorities. Opportunities for advice on industry emergency or ad hoc needs must also be provided, if requested.
4. Advice needs to consider a balanced portfolio of RD&E including long-term, short-term, high and low risk, and strategic and adaptive RD&E as per the Statutory Funding Agreement.
5. Allow for a collaborative approach across industries where the same RD&E priorities have been identified. Hort Innovation encourages input and facilitates projects across stakeholders on cross-industry issues and opportunities.
6. RD&E [and marketing] priorities need to be considered in the context of timely, accurate, and up-to-date financial reporting and other information, including the balance of levy funds available and forecast availability of funds. Hort Innovation will provide financial reporting and other information.
7. Advice is provided in a timely, professional, and cost-effective manner, in the format and standard required, that aligns with Hort Innovation's sequence of planning and investment processes.
8. RD&E [and marketing] priorities are communicated by PIBs and Hort Innovation back to Levy Payers, including other industry bodies and relevant grower groups, to enhance accountability.

## Roles and responsibilities

Hort Innovation, commodity PIBs and the Commonwealth Government have distinct and complementary roles to play in delivering RD&E [and marketing] for Australia's horticulture sector. The workshop participants considered draft definitions, and feedback was provided to refine the roles and responsibilities of PIBs, Hort Innovation and the Commonwealth Government. Hort Innovation shared the updated roles and responsibilities with workshop participants on 8 July for feedback. The revised definitions are provided below.

### Hort Innovation's roles and responsibilities

*The purpose of Hort Innovation is to fund and provide best practice project management to deliver on industry and government R&D priorities and marketing services for Australian horticulture and work in partnership with industry bodies to deliver the results to levy payers and tax payers in a timely fashion.*

Its roles and responsibilities are:

1. Manage Levy Funds and Matching Payments in accordance with the Act and performance principles and Constitution.
2. Oversee, support, and facilitate the strategic, effective, and efficient investment of funds in a collaborative and transparent way to deliver practical outcomes to levy payers.
3. Monitor the investment of levy funds, matching payments and associated funds on behalf of Government and Levy payers and work in partnership with industry to get outcomes adopted.
4. Consider the advice and priorities provided through an advisory mechanism or development of a SIP and give feedback to Levy Payers and PIBs.
5. Invest Hort Innovation funds in accordance with the relevant Industry Strategic Plan (ISP) or feedback from levy payers captured in the Strategic Investment Plan (SIP) (where an industry plan is not available).
6. Provide timely, accurate, and up-to-date financial and other information to inform an advisory mechanism or development of a SIP.
7. Ensure that RD&E [and marketing] priorities are communicated back to Levy Payers in conjunction with the PIB.
8. Ensure that all significant publications and publicity by Hort Innovation acknowledge the provision of funding by Levy Payers and the Commonwealth, as applicable.
9. Establish and maintain sound and transparent governance arrangements and practices (that fulfil legislative requirements and align with Australian best practice for open, transparent, and proper use and management of Levies and Taxpayer Funds).
10. Not, at any time, act as an industry representative organisation or provide information that implies Hort Innovation is an industry representative organisation.
11. The Commonwealth Government, PIBs, and Hort Innovation engage collaboratively in tripartite meetings to ensure there is progress and continuous improvement in Hort Innovation's performance.

## Commodity PIBs' roles and responsibilities

*The purpose of commodity PIBs' in relation to the investment of Levy Funds and Matching Payments is to engage with Levy Payers, including other industry bodies and relevant grower groups, to identify RD&E [and marketing] priorities, working collaboratively with Hort Innovation and the Commonwealth Government.*

Its roles and responsibilities are:

1. Work collaboratively with Hort Innovation and the Commonwealth Government to increase the productivity, farm gate profitability and global competitiveness of the horticultural industries.
2. Use reasonable endeavours to provide an opportunity for all Levy payers to engage, including other industry bodies and relevant grower groups, regardless of membership with the PIB, to identify objectives and priorities for levy investments in RD&E [& marketing].
3. Work collaboratively with Hort Innovation regarding RD&E [& marketing] priorities for the industry, based on engagement with all Levy payers through an advisory mechanism or development of a SIP.
4. For those PIBs that are identified in legislation as the industry representative body with responsibility for levy consultation, represent industry members wishes about whether levies are imposed, set levy rates, and monitor the effectiveness of levy settings, including compliance and increasing or decreasing investment to respond to opportunities or threats, consistent with the body's constitution.
5. Lead, represent and further the interests of Levy payers and the industry concerning matters that may affect the industry's reputation, viability, and growth.
6. Develop an overall vision and strategic imperatives for the industry, such as an Industry Strategic Plan.
7. The Commonwealth Government, PIBs, and Hort Innovation engage collaboratively in tripartite meetings to ensure there is progress and continuous improvement in Hort Innovation's performance.

## Commonwealth Government's roles and responsibilities

*The purpose of the Commonwealth Government in relation to the investment of Levy Funds and Matching Payments is to receive feedback from industry, provide guidance on government RD&E priorities, and monitor Hort Innovation's performance and compliance with the Act.*

Its roles and responsibilities are:

1. Provide guidance on and communicate the Commonwealth Government's rural RD&E priorities.
2. Pay Levy Funds and Matching Payments to Hort Innovation in accordance with the Act.
3. Monitor Hort Innovation's performance and compliance with the Act, Funding Agreement, and Guidelines.
4. Seek feedback from PIBs on Hort Innovation's performance to inform Hort Innovation's annual performance review.
5. The Commonwealth Government, PIBs, and Hort Innovation engage collaboratively in tripartite meetings to ensure there is progress and continuous improvement in Hort Innovation's performance.

## APPENDIX B: WORKSHOP PARTICIPANTS AND DOCUMENTATION

Organisation	Participant	Role
Almond Board of Australia (ABA)	Joseph Ebbage	<i>Market Program Manager</i>
Apple & Pear Australia Limited (APAL)	Chris Fairless	<i>Director</i>
Avocados Australia Ltd	John Tyas	<i>CEO</i>
Avocados Australia Ltd	Jim Randal	<i>Director</i>
Avocados Australia Ltd	Daryl Boardman	<i>Director</i>
Australian Banana Growers Council Inc	Stephen Lowe	<i>Chair</i>
Australian Banana Growers Council Inc	Jim Pekin	<i>CEO</i>
Australian Blueberry Growers Association	Jonathon Shaw	<i>President</i>
Australian Fresh Produce Alliance (AFPA)	Claire McClelland	<i>CEO</i>
Australian Lychee Growers Association	Jill Houser	<i>Executive Officer</i>
Australian Lychee Growers Association	Derek Foley	<i>President</i>
Australian Macadamia Society Ltd	Jolyon Burnett	<i>CEO</i>
Australian Macadamia Society Ltd	Craig Mills	<i>Chair</i>
Australian Mango Industry Association Ltd	Brett Kelly	<i>CEO</i>
Australian Melon Association Inc	Johnathon Davey	<i>Executive Officer</i>
Australian Melon Association Inc	Anthony Joseph	<i>Director</i>
Australian Mushroom Growers Association Ltd (AMGA)	Geoff Martin	<i>Chair</i>
Australian Mushroom Growers Association Ltd (AMGA)	Leah Bramich	<i>General Manager</i>
Australian Mushroom Growers Association Ltd (AMGA)	Nick Femia	<i>Director</i>
Australian Sweetpotato Growers Inc	Rodney Wolfenden	<i>President</i>
Australian Sweetpotato Growers Inc	Peter Long	<i>Secretary</i>
Ausveg	Michael Coote	<i>CEO</i>
Ausveg	Belinda Frenz	<i>Deputy Chair</i>
Berries Australia	Rachel Mackenzie	<i>CEO</i>
Cherry Growers of Australia Inc (CGA)	Hugh Molloy	<i>Executive Director</i>
Chestnuts Australia Inc	Brian Casey	<i>President</i>
Citrus Australia Ltd	Nathan Hancock	<i>CEO</i>
Custard Apples Australia Inc	Daniel Jackson	<i>Chair</i>
Custard Apples Australia Inc	Cassandra Warren	<i>Secretary</i>
Department of Agriculture, Fisheries and Forestry	Fiona Hill-Stein	<i>Director, Horticulture &amp; RDC Policy</i>
Dried Fruits Australia	Anne Mansell	<i>CEO</i>

Organisation	Participant	Role
Greenlife Industries Australia	Glen Fenton	<i>Chair</i>
Greenlife Industries Australia	Joanna Cave	<i>CEO</i>
Growcom Australia	Richard Shannon	<i>Acting CEO</i>
Growcom Australia	Belinda Frentz	<i>Chair</i>
National Farmers Federation (NFF)	Tyson Cattle	<i>Executive Officer</i>
Onions Australia	Lechelle Earl	<i>CEO</i>
Onions Australia	Darren Rathjen	<i>Chair</i>
Passionfruit Australia Inc	Dennis Chant	<i>Chair</i>
Passionfruit Australia Inc	Wendy Morris	<i>Vice Chair</i>
Persimmon Australia Inc (PAI)	Alison Fuss	<i>Executive Officer</i>
Persimmon Australia Inc (PAI)	Chris Stillard	<i>Chair</i>
Pistachio Growers Association Inc	Chris Lee	<i>President</i>
Pistachio Growers Association Inc	Trevor Ranford	<i>Executive Officer</i>
Potato Processors Association of Australia Inc (PPAA)	Allan Smith	<i>Chair</i>
Potato Processors Association of Australia Inc (PPAA)	Anne Ramsay	<i>Executive Officer</i>
Raspberries and Blackberries Australia	Rachel Mackenzie	<i>CEO</i>
Strawberries Australia	Rachel Mackenzie	<i>CEO</i>
Summerfruit Australia Ltd	Trevor Ranford	<i>Executive Officer</i>
Turf Australia Ltd	Ross Boyle	<i>Director</i>
Turf Australia Ltd	Bec Sellick	<i>President</i>
Hort Innovation	Julie Bird	<i>Chair</i>
Hort Innovation	Michael Nixon	<i>Director</i>
Hort Innovation	Brett Fifield	<i>CEO</i>
Hort Innovation	Anthony Kachenko	<i>General Manager, Stakeholder Experience</i>
Hort Innovation	Seth Wreyford	<i>Chief Operating Officer</i>
Hort Innovation	Kylie Hudson	<i>General Manager of Marketing</i>
Hort Innovation	Corinne Jasper	<i>Head of Strategic Partnerships</i>
Hort Innovation	Bradley Mills	<i>Industry Strategic Partner</i>
Hort Innovation	Mark Spees	<i>Industry Strategic Partner</i>
Hort Innovation	Maria Fathollahi	<i>Industry Strategic Partner</i>
Hort Innovation	Dumisani Mhlanga	<i>Industry Strategic Partner</i>
Seftons	Robbie Sefton	<i>Managing Director</i>
Seftons	Sally Schilg	<i>Account Director</i>
Seftons	Chris Murphy	<i>Consultant</i>

Documents provided to attendees at the workshop:

- Agenda, [available here](#)
- Framework document, [available here](#)
- Department of Agriculture, Water and the Environment (DAWE) presentation, [available here](#)
- Hort Innovation presentation, [available here](#)