
Department of Agriculture and Food, Western Australia
Progress Rural Western Australia

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eNRGy tour 2000
Tour Report

27 March - 8 April 2000

South Australia, Victoria, New South Wales

eNRGy tour 2000, is part of the Progress Rural Western Australia project an initiative of Monty House, Minister for Primary Industry; Fisheries.
Executive Summary

eNRGy tour 2000 - an opportunity for twenty young rural West Australians to travel to the Eastern States of Australia to explore opportunities for innovation, value adding and entrepreneurship that could be applied here in Western Australia on their return.

The eNRGy tour 2000 created opportunities for participants to meet with various people in a whole range of industries and enterprises to explore the achievements, the challenges and hurdles and to gain knowledge from shared experiences. The tour provided scope for individuals to explore the issues that they see as most relevant to rural Western Australia. Some examples of themes explored included:

- Community driven rural development
- Successful people at grass roots level
- Regional development
- Initiatives and programs acting as catalysts for rural community development
- Innovators and entrepreneurs
- Examples of cooperative farms and enterprises
- Value adding industries
- Examples of diversification

Tour Objectives

The tour aimed to:

- Provide an opportunity for participants to network with other like minded individuals from across the continent
- Build participants knowledge and skills to effectively turn ideas into action
- Showcase young rural people who have demonstrated leadership, commitment and vision
- Demonstrate innovative and entrepreneurial individuals and cooperatives
- Inject enthusiasm into the next generation of rural individuals about the opportunities for value adding and vertical integration that can be created in Western Australia
- Challenge current thinking about the future of rural communities and industries especially amongst young people
- Be a catalyst in the role that each young individual plays in their community, industry or individual enterprise.

Benefits for participants and for Rural WA

- Expanded knowledge on innovative and entrepreneurial projects and the implementation of these projects
- Positive conversation generated by twenty young, vibrant and enthusiastic individuals about the possibilities for the future of agriculture and community development
- Understanding of the value of leadership in making things happen; improved leadership and public presentation skills in each participant through their opportunity to lead the group on various occasions
- Renewed vigour, knowledge and enthusiasm to create value adding, diversification and employment opportunities in rural Western Australia
- A sense of team; working together to solve problems and overcome difficult situations
- Improved skills in conflict resolution, media training, public speaking, report writing, facilitation skills
- Twenty new leaders
- Contacts: an additional fifty people networked into Western Australia through tour contacts
Outcomes of the Tour

The tour group has met a number of times in the six months since their return. These meetings have provided an opportunity to contribute to the further development of the New Rural Generation program and its future activities. The meetings have also allowed for new skills in information technology and facilitation to be taken on by the group.

The group have stated that their intention to share the benefits of the tour with other individuals in their peer groups and local communities through public presentations and general conversations. Many individuals made presentations to local service groups and had media coverage in their local papers before and after the tour. This coverage not only gave exposure to individuals but also to the New Rural Generation and Progress Rural WA projects.

The tour participants have all been excellent ambassadors for rural WA, whilst on tour and now back in their own communities.

Each of the participants on the tour demonstrated that they were willing to take on new challenges and innovative practices on return to their enterprises. Outlined below are some of the achievements of individuals who participated in eNRGy tour 2000

- **John Young**, Calingiri. John has begun importing olives, marinating and branding them with a new label "Wyening Mission Olives" currently being marketed locally and at the New Norica Shop. John has his own olive grove in and is currently waiting for them to mature before he begins bottling his own. Highly recommended!
- **Aaron Edmonds**, Calingiri. Aaron has developed a new label, "Earth Farm" and is currently marketing bush foods. In particular, and working with Ben McNamara whom the tour visited, he has begun production of quandong jam and has a plantation of other bush produce.
- **Tom Pollard**, Kendenup. Taken on the Presidency of the Young Liberals Western Australian Branch.
- **Daniel Martin**, Mt Barker. Selected as Young Rural Ambassador for Western Australia. Will represent WA in the National Championships at the Royal Sydney Easter Show.
- **Mark Paganini**, Manjimup. Chairperson of the Warren Region Foundations for Leadership. Initiated a group for young people in the Manjimup area - recently had an Awards night and Ball to celebrate the contribution of young people to the future of agriculture.

All of the participants have stated that their willingness to participate and be involved in decision making processes in their community or enterprise have increased since their participation in the tour. They also utilise and value the networks that have been created not only within the tour group but with the contacts that were made in the Eastern States.

The twenty young individuals who participated in eNRGy tour 2000 are already beginning to shape a preferred future for themselves and rural Western Australia. As a group, they have the combined potential to impact the future of rural Australia, and they may just do that!

Claire Humphry
Tour Leader

eNRGy tour 2000 Report
Question One
To what extent did the eNRGy tour fulfill your expectations?

Question Two
How would you rate the experience of participating on the tour in terms of a positive impact on your life?

Question Three
What importance do you now place on people working together
**eNRGy tour 2000 Participant Profiles**

**AARON EDMONDS**

Since completing a Bachelor of Science in Agriculture degree in 1995 at UWA, I have spent the most part of my working life on the family farm, some 16km north east of Calingiri. Following in 1997 came a year abroad travelling on an around the world ticket where myself and some friends travelled and worked through North America, the UK, Europe and South Africa. Now back on the farm, it is here I intend to stay and in doing so hopefully make some contribution to the future direction in which agriculture as we know it is headed. I believe this future I refer to has many real but not insurmountable problems. Farmers have always been adaptable but the importance of this fact will need to be remembered as we progress into the new millennium.

My interests include travel, photography and sporting activities such as football (Anyone requiring clearance forms for the Calingiri Cougars Football Team, these can be obtained from myself), tennis and basketball. A recent holiday up to Kununurra has also established a solid hunger for fishing.

**NAOMI MORISON**

Helping rural Western Australians gain access to information is my main role in work, and learning about primary production is what I try to do in my spare time! I am 28 years old and although I live in Perth I work for the regional network of the Australian Broadcasting Corporation broadcasting on AM radio each weekday across the state. I have worked as the presenter of the Country Hour and the senior reporter with ABC's Rural Department in WA for 3 years. At every opportunity I try to gain practical experience on WA farms and travel to many major rural events as part of my work. I grew up on a cereal/sheep farm south of Doodlakine in the central wheat belt where my love of the land began. After studying journalism at Curtin University I spent 3 years in Tasmania learning the rural reporting craft before returning to Western Australia in 1996. Being a rural reporter has meant I have experienced some wonderful moments, meeting and reporting on the life and work of rural people from recording the sounds and the characters at local bush races to talking with farmers about their next crop or wool clip through to interviewing trade ministers and delegates at the recent World Trade Organisation Ministerial gathering in Seattle. I enjoy meeting rural people and believe the world communication, when it's accessible, can offer people in regional areas of the state greater opportunities to gather the information they need to lead enjoyable and prosperous lives.

**DAVID BROCKMAN**

My schooling began at the local primary school in Kojonup. I completed years 8-12 at Christ Church Grammar School in Claremont. After leaving school, I spent one year on the farm as part of Muresk's Associate Degree of Agriculture. I chose
Muresk as a tertiary education to study agricultural business practices. Since Muresk, I have spent my second year on the family farm.

My agricultural interests include chemical free grain and wool production, perennial pastures and summer cropping for fodder and seed. I intend on expanding the aquaculture potential of my property and to develop and increase current production of Yabbies and Marron, as well as Redfin and Silver perch.

On 'Clanmea', we place a large emphasis on not using herbicides or pesticides, for grain and wool production. I hope to continue this history and develop it into a marketable aspect. We also focus on revegetation and remnant forest protection is not only to increase our water usage, but also to protect and invest in the native flora and fauna, such as native orchids, hardwoods and kangaroos. Our main aim is to achieve long term sustainability and profitability.

KAREN BRAYSHAW

I grew up on a farm north of Kellerberrin and then spent a decade changing occupations and addresses. I was a 'housemaid' in a hotel in Scotland and a waitress in a hotel in the Kimberley's. I went to University as a 'mature age student' and studied Dental Therapy. It was then that I was seduced back to the wheat belt by my husband Noel. Life's good at Mt Walker, Narembeen where we live on the farm with our children Lachlan 6 and Gemma 5. We are partners with Noel's parents Ken and Eleanor. I enjoy being part of the community and I love farm life. Noel and I play hockey in the winter and tennis in the summer. Occasionally I attend 'alternative therapy' workshops where I've met some really interesting people. In Narembeen I am on several committees including the 'New Industry Value Adding Group' a sub committee of 'Go Narembeen'. It is due to this interest that I applied to go on the NRG study tour 2000 and look forward very much to the experience.

CLINTON HUNT

I farm east of Marchagee, which is located in the Coorow shire. The main farm operations involve cropping and livestock enterprises which consists of wheat, lupins, cereal rye, canola, sheep and cattle.

As a partner in this business I am involved in the day to day decision-making and hands on running of the property. Being a partner, I am continually interested in new and different ideas that will improve the productivity and profitability of farming.

I have lived in the Coorow region most of my life and have become involved in local organisations such as Liebe Group, Marchagee Catchment Group, the Liebe Young Country Club as well as the Coorow-Latham Football and Cricket clubs. I also enjoy water skiing, fishing, travelling and socialising.
PETA SATTLER

As a sixth generation member of a farming family of the Coolup district I have always been involved in the industry in some way. I am currently a teacher at Katanning Senior High School, for the past two years specialising in Career and Vocational Education. I live on a farm at Beaufort River, where my husband manages the family property. We have approximately 8000 sheep with which we are implementing Soft Rolling Skin (SRS) Breeding Principles. We also produce top seeding clovers to utilise the abundant underground water supply we have available. We have reticulated approximately twelve hectares and produce a variety of Leucodendrons, Waxes and other plants for the export market.

I love holidays when I spend time assisting in the running of the farm and especially the flower plantation. I have many interests including sewing, fishing, water skiing, flower arranging, socialising with friends and a love of sport. On this tour I hope to discover innovative ideas and thoughts to bring back to my teaching and our farming operation. If I can inspire my students to think innovatively and meet the challenges of rural life I will be very satisfied.

MARK PAGANINI

Having grown up in the small rural town of Manjimup, I have seen the many challenges facing rural youth. Having spent some time living, studying and working in the metropolitan area, I have been able to see the advantages and disadvantages facing the rural youth community. I believe that with some forward and positive thinking, the challenges facing the young people and future leaders of the rural industries can be overcome, if a united approach is taken. Having been based here in Manjimup as a Community Landcare Coordinator I have had the opportunity to mix with a range of rural industries which has enabled me to see the challenges that are being faced by different sectors of the horticultural and agricultural industry. I have a strong interest in the sporting community of Manjimup, participating in Australian Rules Football, Squash and Golf and being an active member of each separate club. Through my studies in Pert at University, I have attained a degree in Environmental Biology with Honours. My Honours degree was focused on aquaculture.

MARCELLE CANNON

My family come from country Victoria and South Australia, dad's family had a dairy farm and mum's ran a station. I have since lived in Melbourne and Perth but have settled in Albany with my husband John and our St Bernard "Slobberchops".

I am 28 years old and have a Social Work degree and post graduate training in Family Therapy. I have worked in Juvenile Justice, non-government health & welfare agencies and Mental health services. I currently work for the Great Southern Public Health Services and my brief is to promote the mental health of the population living in the Great Southern Region. I also implement various strategies...
to prevent mental illness — these range from influencing curriculum changes (ie. to
give students the skills they need to prevent depression & anxiety) to community
development (ie. to influence the structural factors that cause unemployment).

John and I moved to Albany for the benefits that living in a Regional area can offer
including:
- a close knit community
- a safe place to raise children
- the beauty of the landscape

However, some of these benefits become threatened when the rural economy is
under threat — people have less time and money to invest in their local community
and are under greater stress.

Within my working and personal life I am committed to doing what I can do to
promote the economic, social and environmental health of the Great Southern
Region.

KELLIE SHIELDS
I have grown up on the family farm in Wongan Hills. I attended primary school at
Wongan Hills and secondary school as a boarder at St Hilda’s Anglican Girls
School.

Since finishing school I have completed a Commerce degree at UWA majoring in
marketing. Within the degree I also undertook several Agriculture units.

I have also travelled throughout Australia and in other countries across the world
and am committed to ensuring that the agricultural industry and rural life in Australia
continues to be viable, sustainable and enjoyable.

I am currently working on the family farm and am also involved in family business.
We operate a large scale broadacre cropping enterprise growing wheat, lupins,
canola and barley.

I am looking forward to spending time back in rural WA, playing local sport and
involving myself in the community. I will also enjoy the challenge of broadening my
knowledge in the area of Agriculture.

RICK TWIGG
Age: 24
Residence: Boyup Brook
Farming Practices: -Murrey Grey Stud, Commercial cattle, Sheep, Cropping,
Broad acre spraying, Contract spraying tree farm, Dry land Lucerne for hay, silage
& pasture.

I enjoy all sports and the social aspects of these. I like listening to and playing
music (guitar & drums although no expert) and enjoy movies. I have an interest in
building solid timber furniture and general construction out of either metals or
timber.
I look forward to sharing many experiences on the eNRGy Tour.

JOHN YOUNG

John Benedict Young, age 28 12/05/71
Bachelor of Business in Horticulture @ Curtin Uni.
Farming in Calingiri, growing mostly grains, with some sheep.
Believe there is a real need for traditional broad acre farmers to diversify or value add.
Interests: travel, cooking, growing tomatoes and wearing socks and sandals.

GRANT MARSHALL

Age 24
I have been working with my parents on our family farm now for six years in Lake Grace. I enjoy living and working in rural Western Australia and have travelled extensively throughout Europe and Western Australia. My interests apart from sustainable and profitable farming are tennis, football and waterskiing and I also enjoy meeting like minded people with a positive attitude toward rural West Australia, and people with a sense of adventure.

SHENDELLE MULLANE

Shendelle Mullane is Community Relations Manager at Catholic Agricultural College Bindoon. Bunbury born and bred, Shendelle's interest in agriculture stems from family farming links to the Bruce Rock district. Shendelle holds a Bachelor of Arts (English - Rural Journalism) and Graduate Business Qualification in Management Development from Curtin University. She has worked as a print journo, public relations specialist and school marketer. Her role at CAC Bindoon involves the promotion and marketing of the College and she believes it's time for both urban and rural communities to be more positive about careers in, and the future of, agriculture.

Shendelle is Vice President of the Chittering Tourist Promotion Centre and takes an active role in promoting the region. She has recently taken up the Aussie horse sport of campdrafting and also enjoys social tennis and walking her ageing German Shorthaired Pointer, "Stella". Overseas travel is another interest of Shendelle, with the highlight of her adventures so far being the Trans-Siberian Railway journey from Beijing to Moscow.

JOANNA HALES PEARCE

I am Manager of the Hyden Resource and Telecentre, and am active community member. Very recently married to a local farmer, I enjoy being at the hub of our rapidly growing community, closely involved with most of our community projects and development. Although initially quiet and reserved, I am a positive personality with a sharp wit, and I am proud to make things happen in Hyden.
I grew up in some very remote areas, as my father was a National Park ranger, and we moved about a lot. I have led a very interesting life and have experienced many areas of this great state. I still find Hyden a large community compared to some of the places I've been, but I've seen us achieving things that other, larger communities find difficult.

NEIL DIAMOND
Age 28
I am farming at west Buntine in the Central Wheatbelt. We have a family owned mixed farming enterprise which includes grain, cattle, sheep, intensive piggery and seed growing. I attended primary school at Buntine Primary and then went on to Guildford Grammar for five years high school. I returned to the farm immediately after completing high school but I have done some touring around our great north and also into the east.

I enjoy water sports such as skiing, scuba diving and fishing. I also have an interest in model aircraft (flying) and boats. As a young person in a small community I see a need to find new and better ways of encouraging people back or to stay in our areas. We need to find new types of enterprises and to learn to make better uses of what we already have to create both employment and a better quality of life in the bush, and we all know it's a great place to live.

EDEN COAD
I am the Managing Director of the family broadacre enterprise at Westonia. I am also involved in the local football, cricket and tennis clubs. My plans for the future are to keep on farming in the Westonia district, to lift crop yields on the farm and to improve the soil health of our farm. I am also looking at other business opportunities that will add value to our primary products to provide a more sustainable and viable future for the next generation of young rural Western Australians.

DANIEL MARTIN
I am a farmer from Mt Barker and my primary interest is in fine wool sheep production. I am interested in a wide range of on farm diversification opportunities including olive production, aquaculture with trout, marron, yabbies, koonaks and gilgies. I am also integrally involved in the general operation of our farming enterprise.

I am looking forward to broadening my knowledge whilst in the Eastern States and putting the new skills I learn into practice on my return to Western Australia.
TOM POLLARD

With family properties at Kendenup and North Dandalup I am currently involved in the operation of a range of livestock and cropping related activities. Primarily these include cattle, sheep, prime lambs and a cropping program. I am involved in a number of key groups in my local community including the Young River Catchment Group and various sporting groups.

I have travelled extensively throughout Australia and have recently returned from an overseas trip where I worked for an agricultural contractor for the Northern Summer.

SHARON D’ELBOUX
Three Springs (22)

"Born and bred in rural NSW. I completed a University Degree in Environmental Science at Charles Sturt, Wagga Wagga. I decided to move to Western Australia and have been in Three Springs for 2 years as a Land Care coordinator. I manage an NHT project for The Arrowsmith River Catchment Group and have my finger tips on other LCDC landcare issues. My major interests are travelling, socialising, environmental issues and the future of rural Australia."

MICHAEL ROLLOND

I am supervisor at the Esperance Residential College, which involves looking after up to 96 high school students from isolated areas. We have students from as far away as Wiluna and Ballardonia, but mainly from Norseman, Ravensthorpe, and the farming communities in between. Other than caring for the educational needs of our students, we also play a major role in their social life. Some of the activities we organise for our students include surfing/beach trips, sporting competitions, camps etc.

As far as personal interests go, I enjoy anything to do with the beach, especially surfing and fishing, and most sports (mainly cricket, hockey, and football). I am currently learning to windsurf which has turned out to be extremely challenging!

I also grew up on a farm 135km north west of Esperance and have a deep interest in anything farm orientated.

I have a personal and professional interest in the well being of the youth of Rural WA and intend to use the initiatives gained from the New Rural Generation to benefit the youth in the surrounding areas in which I live.
Tour Participants

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"QUOTABLE QUOTES"

“When you've got no money, you have to think” – Andrew Pointon, Integrated Livestock Management Initiative, Roseworthy, SA (quoting another researcher)

“Elaborate the vision” – Andrew Pointon

“Get the principles and philosophies right and the behaviours will follow” – Andrew Pointon

“Time your markets to maximise your price” – Simon Gunn, Eyre Regional Development Board, SA

“Regional Development is helping people to do things that make sense” – Simon Gunn

“Aim for high value tourism” – Simon Gunn

“Influence people by talking about the successes of others” – Jim Cawthorne, Primary Industries and Resources, Eyre Region, SA

“Make the most of positive press – instil confidence in the agricultural industry” – Jim Cawthorne.

“Be the change you want to see in the world” – Val Wilkinson, Tall Poppies, Bendigo VIC, quoting Ghandi.

“Don't focus on money – you need people and dedication more than money” – Val Wilkinson.

“Use local people to present relevant topics rather than bringing in high profile people. Make the locals feel valued” – Val Wilkinson.

“Leadership comes in all shapes and sizes” – Chris DeAraugo, Lead On, Bendigo VIC.

“Whatever you build that is based on a subsidy will last as long as the subsidy” – Rob Hunt, Managing Director of Bendigo Bank, VIC.

“There's no other way but to do it yourselves. Get the facts in front of you and do it with passion and excitement” – Rob Hunt.

“To do nothing is simply not an option” – Rob Hunt.

“Rural people are not afraid to innovate or create – it's part of being from the country” – Rob Hunt.

“There's no shortage of leaders or skills in the country” – Rob Hunt.

“Believe in your own ability and your community's ability” – Rob Hunt.

“Intensification vs diversification” – Lucinda Corrigan, beef producer, Bowna NSW.

“You can't be in too many producer groups” – Lucinda Corrigan.

“Never borrow more capital than you livestock (pigs) are worth” – Mark McLean, pig producer and citrus/olive grower, Berri SA, quoting his dad, Rob.

“Having a progressive father, who kept up with the technology and journals, really helped, along with being involved in decision making and finances from an early age” – Mark McLean.
The following learning logs and notes have been written by tour participants whilst on tour. These learning logs were intended to have participants reflect on the sites they visited and key learnings each day. Special thanks to Naomi Morison who diligently and accurately recorded the whole tour!

Roseworthy Ag College

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Overview of project/site: Project focuses on alliance formation to encourage greater industry collaboration. Also encourage greater producer/researcher interaction. 4000 acres, 50,000 dse. Campus site is extensive and developing new environments for efficient research.

Key elements of success: Clear focus on the goals of the alliance. Establishing a clear protocol for individual members of partnership: Partnership principles. Obvious commitment to the success of the alliance. Strategic planning and quality assurance. Good vision of the future & clear understanding.

How does what we have seen/learnt relate to rural WA? Funding issues. Looking into more commercial funding opportunities. Same environment as WA - dictates we may approach alliance formations in a similar way. Information extension techniques eg: electronically.

How can the lessons be applied to your Community/industry: Encourage longer term vision to keep ahead or abreast of the market. Important to effectively implement effective communication and marketing techniques. Collaboration is a major key to success. Focus on the consumer. (Resources) Efficient use of funds on research. Collective vision and maintain conviction.

What were the main points you will remember about this site? Importance of Biotechnology to future industry progression. eg: JIVIT Quality based payment systems and the role they will play in the future.

LEADERSHIP

What lessons in leadership did we observe? Importance of having a clear vision and never losing focus of it. Setting up sustainable structure. Independence from entities who can influence negative results.

Was there any signs of leadership development?

Value Adding: Looked to utilise all by products from industry to discourage waste and fully realise economic opportunities. Communication Development: Extension of info to industry through technology centres and make all research results fully and easily transparent to producers processors and other parties with vested interests.
What recommendations and to who could we present as a lesson from this visit?
Community: Encourage greater collaboration with industry at all levels and with each other. Eg universities. Industry: Be fully cooperative and transparent with everyone involved in the production and sale of the commodity/ies. State: Maintain awareness of industry concerns, developments and visions.

Is there any place in Rural WA that is better or compares to this place? Not from a collaborative approach.

Most closely resembles: University research departments.

Do you think this visit was worthwhile and other tour participants should visit it? Yes

Dr Andrew Pointon - Livestock Research Manager - Meat and Wool. In charge of beef, sheep, wool, dairy, poultry, pigs, pastures and sustainable resources.

ANZFA - The Australian and New Zealand Food Authority is the driver behind these changes on behalf of consumer health. The changes may be an impost on primary industry. Andrew also said animal welfare and environmental quality assurance will be more important in the future. He says in five years time 70% of Australia’s production will be achieved by 30% of Australia’s farmers. There will be technology rich producers with networks and systems to make profit.

Currently one down side to achieve this is there may be less educational infrastructure to help create highly educated producers. The viability of rural education is already in question with enrolments at many tertiary centres in Australia down. Universities are saying “why are we running these colleges if we’re not going to get the throughput?” However Primary industry still produces half of Australia’s export earnings. As far as education is concerned we need to look at student enrolments and investments in undergraduate and post-graduate enrolments.

ILMI (Integrated Livestock Management Initiative): “a sheepdog around all the Research and Development agencies in South Australia.” The idea is to stop the windback of money/investment to agriculture by limiting the duplication of research. The initiative is also trying to link and integrate resources available. They have moved many researchers to Roseworthy to do basic research and laboratory work. The college used to be a residential college for students. The campus with two properties is 2,500 acres. Now Roseworthy has 50,000 DSE capacity, a 400 cow dairy, an 800 beef herd Cooperative Research Centre. All of the state department of agriculture’s pig and poultry research is carried out there (80% of which is industry funded with the other 20% coming from government.) There are 5,000 layer hens and 5,000 broilers. Chicken companies Steggles and Ingham’s provide 2.5 times more funding for the poultry research than the State. As industries mature.
and are no longer considered major export industries the state government becomes less interested in funding them.

Andrew says it's all about looking down the track five to ten years to see what's going to be in the "new farming" system. Much of it will be based around the production of technology and the delivery of technology. So what is the group doing to turn around the downward trend in rural student enrolments and the funding/investment in primary production? Create one of the biggest agricultural livestock research and development groups in Australia. This becomes attractive to overseas post-graduates and investors such as Elders, IAMA, Incitec who in turn bring in money seeing the institute as part of their own 'in-house' research and development (R&D) program.

In five years time governments will largely only take care of education, police and health matters. Agriculture and primary industry will involve federal and state governments less and less. Private groups will be involved more and more. Government's have/will semi-commercialise their R&D programs working in with industry as quickly as possible. At the Roseworthy site, there is a lot of virtual activity - not 'real'. This allows for work to be done for the whole state with less overlap making it more efficient. Competition then comes at the national level not across each state organisation such of the Ag. Department, Universities, Private groups. Now there are big programs being created, that need to deliver productive outcomes to industry. These groups will have closer ties to industry and commercial groups such as Elders and seed companies, groups which will then be responsible for a lot of the delivery of the programs outcomes. Extension work has and will continue to be wound back. He says there are a lot of negatives in the change but offers this quote from a physicist, Rutherford:

"When you've got no money, you've got to think."

Some of the research projects include:

2,500 sheep selection demonstration flocks. Funded by Woolmark, There is one control flock. The others are selected objectively (measured), by wool classers and through the Soft Rolling Skins plan. The work is currently showing there is now a lot of difference in the three management options to the control flock. SRS doesn't look like it will give sustainable changes in the long term although the study is only in its second generation at this stage. Sheep are between 22 and 26 micron. Breeders need gene pool diversity. Also studying some meat lines and doing genetic improvement work. Conducting a 'super-ovulation program - juvenile in vitro embryo transfer known as "JIET." Collect eggs from the
ewes and produce a lamb in 6-8 weeks. Mate the eggs in a test tube to a range of sires to speed up the breeding and show how quickly you can ramp down your microns.

“Change is always a major challenge.” Andrew says with the change he expected staff to leave the department, the college and the university. He says it is disruptive to move people from the city of Adelaide within 12 to 18 months and expect them to operate differently. A lot of new recruitment has gone on but the positives that come from it is that you can ‘turn over your resources’—‘turn things on their head’ and reinvent the skills base of the group. But you must be prepared to ‘walk the walk and talk the talk.’ You have to elaborate on what you’re planning, commit to it and do it (carry it out.) He says the livestock industry would have been a cottage industry in a few years time being managed the way it is and with the current level of funding it has.

“Get the principles and philosophies right and the behaviours will follow”

Another program: Farmer Information Centre (Tourism). Modelled on the Kondinin Group. It’s a virtual operating ‘user-friendly’ centre designed to give farmers, agricultural staff, private ag. industry members and consultants, tourists, TAFE groups and high school students exposure to leading science and scientists through face to face and virtual meetings (ie evening gatherings for farmers.) The virtual electronic delivery centre offers Internet training and is a regional education centre supported by the government.

Andrew also talked about the need for producers and others in agriculture to be aware of food safety and quality assurance issues. He says diseases such as salmonella and tox-plasma (?) would be extremely detrimental in Australia’s farming systems. We need to develop critical control points and control systems to try and keep the bugs out. He also talked about technology to analyse grain which takes only ten seconds to determine the digestible energy and protein of a food source for animals. This technology would help producers work out the best cost ration which is the most beneficial. The Roseworthy campus also has an Extrusion Centre where food products for cat food and cheesels are extracted. The process takes high volume waste products (by-products) and turns them into something valuable. The plant has potential in the tuna, abalone, pig and poultry industries. There is also a RIRDC (Rural Industries Research and Development Corporation) project to develop a deer centre to look at the deer’s capacity to eat salt tolerant grasses. There is a need to develop new grazing facilities to salt affected areas of WA and SA. Also the de-clawing of emus and ostriches to protect their leather for the market of these bird species. The claws damage the hide and reduce the value of the leather.
Andrew says the campus is also keen to find "welfare sustainable" livestock industries as animal welfare (issues of cruelty) is already an important buying factor in the eyes of the consumer. The campus is monitoring the air quality of its piggeries and trialing straw based housing. Engineers are also looking at the piggery design - changing the plans from a volumetric space (one designed to look at the growth capacity of the individual pig to the space as far as access to air goes. Not looking for pen based density. The campus has a 300 sow intensive piggery and is looking at the nutrition of the pig feed. New feed grain work is being done on lupins, triticale and latherus (?) which incorporates better management of weeds in these crops and to minimise fertiliser use.

Questions posed to Andrew by tour participants

1. What makes the alliance between the University/College/ State agencies and private companies work?

A: New principles of agriculture and a memorandum of understanding which addressed how the various participants would cooperate. Also the change has to be gradual, at a reasonable rate. Legal documents were required. The alliance needed some strategic planning as a group. The University and SARDI were the "drivers of change."

More Comments on Change: a lot of people will resist change but those that move with is will be introduced to it at the beginning - will feel a part of the change not against it. It's also a generational thing. If you get the principles and philosophies right and live by them, the rest will follow. Change is about merging different groups and getting everyone talking. It's human nature that there will be resistance. Need three elements: Human skills and capabilities; attitude and commitment; support and environment. The alliance also recruited according to the new template. The steps were: Get the funding (received 2.5 years ago), use the funds to build and create infrastructure and then implement the plan! The whole plan needed to have industry support too.
Jamalka Farming Enterprises

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Overview of project/site: Quandong Farm and processing, Grains, Deer, Cut Flowers, Fat Lambs, Saltbush Land Reclamation

Key elements of success: Diversification, passion, determination, marketing and product relation (Internet Field Day), Family support, Good labour support (long Hours), need to succeed, willingness to take risk, opportunistic.

How does what we have seen/learnt relate to rural WA? Application for diversification, long term planning, rainfall does not dictate opportunity, native species are an option.

What were the main points you will remember about this site? Energy and drive, willingness, variety of goods.

LEADERSHIP

What lessons in leadership did we observe? Drive is an aspect of leadership, respect for workers, he actually works.

Was there any signs of leadership development? Left his workers to be responsible.

Value Adding: Aluminium cans, jams, pickles, trees, nursery agistment. Communication Development: Internet, e-mail, field days, TV

What recommendations and to who could we present as a lesson from this visit?

Community: All farmers (younger) Industry: Cooperative farmers to process. State: Development commissions to get involved (in all ventures) look at drive of manager.

Is there any place in Rural WA that is better or compares to this place? No

Most closely resembles: Jerramungup/ Ravensthorpe

Do you think this visit was worthwhile and other tour participants should visit it? Yes


A Native Food Industry. Began in 1991. Ran disc over land and planted trees grown from seed. 75 different varieties, seedlings and grafted trees, different because the seedlings thrown either way. Variety: Paringa Germ. Supply Woolworths supermarkets, Pick manually from July to December. Fruit is soft and falls off easily. Trees ripen unevenly. Quandongs are semi-parasitic (they don't rely totally on the host plant) They're watered twice a week (couch grass underneath to hold moisture.) They
succour and Ben leaves the succours to grow up naturally in the orchards. Sold as fresh fruit, cut fruit (have processing on site) to Perth and the Eastern States. Sold as natural fruit, jams, sauces, marinades, in ice cream and yoghurt, chocolate and chutney!

The farm is all about value adding the quandong. Sell direct by mail order and over the Internet. Ben does his own research and trials on the plants and conducts his own storage, picking and processing. Uses old apricot cutters to split open the fruit and old strawberry grading machines to grade the fruit into size. Exports to Sainsbury's and Tesco in the U.K. Processes $15,000 worth of jars. Trees: at 2-3 years of age some trees die (thought to be fusarium root rot). The orchards are protected by wind cloths, are automatically watered and are susceptible to other people coming in and stealing fruit! There is an electric fence all around the fruit area. The orchard is built on diagonals even though in hindsight it would have been easier and cheaper to plant in rows for spraying in a straight line. Four metre rows, use existing small tractors, post diggers etc. Water per tree = 8-12 litres/week. No signs of recharge for 6-8 years. Winds are a problems for the trees (south-easterlies) and the weather pattern appears to have changed in the region over the years (winds getting worse and worse.) Ben keeps the trees low by pruning which helps the pollination as well. Some of the colours = moonshine, pure yellow, slightly pink, pure red. Some people call quandongs Native Peaches. There were plans for a retail area with coffee, a big driveway and aesthetically pleasing area but it's too big a concept for the family (3 generations) to take on at the moment. The trees are a very bright red when they're in fruit. Ben thought about "the big quandong" tourism concept but scrapped the idea although it would have benefited not only the quandong farm but the whole area of Tumby Bay. There are a number of quandongs in WA especially in the Albany and Esperance areas. He's also looking at carob trees (not that successful as they're extremely slow growing) and runs sheep and deer on his property. He has 3,000 acres, 2,500 of which are arable, 400-600 cross bred sheep, 200 stags and 40-50 female deer, 600 acres of field peas, 400 fiesta beans. Practices stubble retention. Went from 8 bags to 27 bags of
barley, off pea stubble. Uses legume crops and turns in the stubble. Does need fertiliser - $12,000 worth of trace elements this year. He makes $48/kg net on 11 month old lambs fed on bean stubble and sold at Christmas. Also grows river saltbush as extra feed and tagasaste. Saltbush is worth 21 cents/plant in the ground (included the cost of planting labour.) By planting in the river flats he's been able to increase his productivity off the saline areas of his farm. Has the quandong nursery and deer near his home farm (orchard is at his parents place.) Houses 8,000 seedlings. Sells deer antler. Gets 2.5 kg/deer and it regrows in 30-40 days. Venison is worth $3.60/kg hot carcase weight into the Korean market. The antler is mixed with ginseng and sold as a herbal product (not classed as a medicine.)

Ben also grows flowers for export - Blue gums, Queensland Rice Flower, a blue foliage leaf plant, red cap gum and Tetracony. Sells dried or fresh just as the blooms are opening. Exports to Europe and Japan. Worth $80/plant, $1.40/fresh stem. Has taken about eight years to establish. Growers 30-40,000 plants with 45,000 drippers available. Needs to sell stems at 100 cm and uses a hedge cutter to harvest the plants. Soil= loamy sand, light soil over clay, over limestone. 13 and a half inch rainfall. Came home to the farm in 1989-90. Is going through a quality assurance program under HACCP principles worth $90,000. It will enable him greater market access in the local and export trade.
Tuna Farming, Port Lincoln

HOST/HOSTESS: Stumpy, Lee, Malcolm, Kristy
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Overview of project/site: Large scale sea based aquaculture great weather (Tuna Value Adding)
Feedlotting.
Key elements of success: Approach Japanese markets, timing of sales, innovation (forced to start
through necessity), industry (market) support, state of environment, lack of regulation initially.

How does what we have seen/learnt relate to rural WA? Value adding does not have to be
processing. Pilchard/Cray industry - alternative solutions when things go wrong.
How can the lessons be applied to your Community/industry? Business profits put into town, off
season marketing.

What were the main points you will remember about this site? Scale of operation, location,
weather, presenter knowledgeable.

LEADERSHIP

What lessons in leadership did we observe? Look to alternatives, getting Japanese on side.
Was there any signs of leadership development? Aquaculture courses for young, highly qualified
employees. Communication Development: Communication with sellers.

What recommendations and to who could we present as a lesson from this visit? Industry:
Pilchard & Abalone, Timber Industry, Dairy All members.

Is there any place in Rural WA that is better or compares to this place? No
Most closely resembles: Esperance (South Coast)

Do you think this visit was worthwhile and other tour participants should visit it? Yes

Port Lincoln Tuna Industry, Tuna Boat Association of Australia, Kirsty (?) Research Scientist. The
industry was historically canning high quality fish at a low value. The stocks collapsed and quotas
were introduced. More value was required from less fish. Quotas were cut by 70%. Japanese exports
increased and farming was introduced (where the fish are harvested in ocean holding nets instead of
captured wild straight from the sea. Tuna area harvested from December to March. In 1991 the
commercial production was 20 t. In 1999 it was 5,000 t and in 2000 the Australian quota is 5,260 t.
Persiennes vessels (net) take the nets (cages) out to sea 200m deep. The tuna have set grow-out
measurements and are fed everyday until they reach market grade. Tuna worth $14-18 kg caught
wild. $30/kg average farm. At the moment $50/kg. The quota is what you catch from the fishing
grounds. 230-240,000 fish = 5,000t quota. Can put 6-20 kg on a fish. Can almost double it's weight in

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Japan sources tuna from all over the world. Australia tries to slot in when the rest of the world's tuna source is low. Normally have three months of harvest. At the moment it is only six weeks. (Supply is tight so there is a lot of demand)

Industry has improved a lot - better towing practices, quicker turn around of fish, size has been worked out to maximise fish in minimal time, a spotter plane is used to pick out wild schools, mortality has been reduced (now 5% across the industry.) Why use the native fish stocks to source the tuna? No one's been able to breed tuna successfully, although a few have been done in Japan. Now the industry has people with practical and innovative skills, and is exporting the local technology to other tuna production areas of the world. As to the environmental impact that has received a lot of attention - Kirsty says The Tuna Boat Owners take daily water samples and test the algae when the fish are in the pens. The government conducts independent studies as well and studies the impact of the farmed fish on the ocean floor, monitoring around the farms and the passage of water the farms are in. The industry takes fish blood samples to determine health, checks growth rates, temperatures, feed and nutrition rates. The industry tries to keep the water very clean. Fish are tailor fed to get them ready for market. Temperature of the fish needs to be regulated as they can overheat. At harvest the fish are pulled in (hooked through the cheek), spiked, a line is run down their nervous system and to gain consistent quality the fish are frozen on board the fishing vessel. The pen is 40-50m wide made in a spider wed type structure and houses about 2,200 fish. Prices are set - there is a frozen fixed price market in Japan.

In 1999 75% of the harvest went to market as frozen fish but consumers are wanting more and more fresh tuna (better $). Harvest starts at 6-6.30am and goes until about 10am, Average catch is 2-3 pallets worth of fish which are then air freighted by 3pm to Adelaide or Sydney and to Japan that night with a 10-12 degree core temperature.

Fish are sent to Nerita airport, trucked to market the next morning. The Japanese will eat them raw for about two weeks and then cook them after that. Certain types of feed (such as pilchards) will produce better tuna meat, the industry is looking to optimise the growth and quality of the fish. It needs to do more work to monitor the wild fish stocks for disease and test for viruses (ie herpes virus). Australia faces the greatest competition from Norway. The industry is also looking at farming other species such as snapper and yellow tailed king fish. Australia has high feed
and labour costs and thus needs a high value fish to make it worthwhile. Eels are worth a lot of money overseas as well. Different types of tuna are caught all around the world. Blue fin tuna occurs in Southern Australian waters. The Yellow fin tunas is a lower grade tuna and likes warmer waters. The current industry got started with Japanese funding, private and government funding within Australia and from the Fisheries Research and Development Corporation. There is a compulsory levy on quota but only in three countries - Australia, New Zealand and Japan. The industry is valued at $200-230 million/yr for Australia.

Tuna farming is Australia’s second largest fish industry behind WA’s Rock Lobster industry. It’s also the second largest aquaculture venture in Australia behind WA’s pearling industry. Sharks can be a problem to the industry - white pointers are a protected species. Seals are also predators and can stress the fish out causing heart attacks and death when they approach the pens or even slide in. Fish are also stolen by some unscrupulous fishermen or people who want to profit from the industry.

**Eyre Regional Development Board**

**HOST/HOSTESS:** Simon Gunn  
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**Overview of project/site:** Their role was regional development, focusing on industry assistance and not individual projects. Assisting realistic projects, in planning and implementation. Their project started in 1993 and there are 12 Regional Development Centres.

**Key elements of success:** They are an independent body and they are pro-active within the Eyre Peninsula, they will look at speculative industries and because of this they are aiding in financial planning of the area.

**How does what we have seen/learnt relate to rural WA?** Directly relevant to coastal areas of WA. BEC (Esperance – Tuna fishing) Aquaculture.

**How can the lessons be applied to your Community/Industry?** Industries which have been aided by this board have had a carry on affect for the rest of the community, employment, social, economic viability.

**What were the main points you will remember about this site?** 20 Million profit for one operator. The board helped the farmers to increase their profit from higher quality.
LEADERSHIP
What lessons in leadership did we observe? It's their expertise in business planning that has helped their processes, they offered knowledge and mentoring.

Was there any signs of leadership development? They are now making the community think for themselves but they are still giving them tools to think with.

Value Adding: That is their sole purpose.

That recommendations and to who could we present as a lesson from this visit?

Community: These boards probably do already exist in our community but we all need to be more proactive with them.

Industry: Invest your profits in your own town

Is there any place in Rural WA that is better or compares to this place?

II closely resembles BEC Most closely resembles: Plus other Regional Business Development Groups.

Do you think this visit was worthwhile and other tour participants should visit it? Yes

Tuesday 28 March: Eyre Regional Development Board. Simon Gunn, Business Adviser to the Board (Business Development Manager).

The Board covers the area of SA from Whyalla almost across to the WA border. The region has been a traditionally broadacre farming area producing $3-400 million/yr of cereal (wheat and barley) and in the last 15-20 years the fishing industry has played a major role. The board has 3 jobs - to look after local, state and federal funding and act very independently. It aims to get people to work together as a group and then sell the groups concept (be it new business, industry etc to the state and federal government to get grants to help the projects get up and running.) In the late '80s and early '90s bad weather and low commodity prices brought about a decline in economic development - the culmination of lots of things. The John West fishing industry of catching and canning tuna went from 30,000 t of fish to 2-3,000 t. The quota was basically wiped out.

So the region's two mainstays of farming on the land and in the sea fell down. Now with the new strategy and investment the unemployment rate has dropped (it was 2-3 + it's now 2-3 -)

There are big $ being made in tuna farming with a lot of Japanese fishing technology. 10-11 Yugoslav families are now also working cooperatively, a move which came about because of the need and opportunity to make money. The region now ships tuna from Port Lincoln to Japan and has increased the value of the industry from $40 million/yr to $180 million a year. Tonnage has only increased by 50%. The region has created a high value industry based on quality, feeding and timing (fast export). The industry now has forward contracts for the tuna which are brought from sea temperature to minus 60 in a few seconds. Increased employment is one of the benefits but the main plus is the reinvestment that has occurred.

A new marina has been constructed and there are a number of local processors of the fish (John

"Regional Development is helping people to do things that make sense"

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West and one other) as well as the export industry. Export to Japan, Malaysia and Singapore. One individual fishing operator is worth $20 million. The regional board works with the processors to help them compete on the international market. Now tourism, new housing developments, manufacturing, boat building and tuna fish processing are all industries bringing benefits into the region. Other local industries (outside the Port Lincoln town) include oyster farming (50 people employed), mussel, scallop and other shellfish are grown and harvested. Abalone farming also occurs in green tanks around Boston Island - 150 t/3 yrs. Worth $150.00/kg. 1,500 t = $100 million in 10 years. There are problems with planning approvals for the abalone.

**Primary Industry and Resources South Australia (PIRSA)**

HOST/HOSTESS: Mr Jim Cawthorne
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**Overview of project/site:** Regional Strategy implemented 1996. Vision of people working together for success, self reliance - working towards (grew out of economic/community crisis). Positive image of industry and resources on EP.

**Key elements of success:** working with government as independent partners of government. (However utilised initial funding) Get a feeling of pride back into the community; positive press; Logo to identify with a "growing Success"; one voice, succession planning for when S stopped; positive role models; Balance community, environment and economy using infrastructure.

**How does what we have seen/learnt relate to rural WA?** Sustainable Regional Development. WA could adopt model if need required; a need for positive press to address positive feelings current situation. Eg; services; Use case studies on different practices, average farmers (print media) to get information out.

**How can the lessons be applied to your Community/industry** Working as regions by utilising resources (more strategic planning/funding); System of management directed through strategic forum to desired group; community has to want to.

**What were the main points you will remember about this site?** Ying Yang model; Branding (Logo); Presentation of information (publications).

**LEADERSHIP**

What lessons in leadership did we observe? Bottom up driven but top down implementation. Vision and mission statement.
Was there any signs of leadership development? Participation rates; Empowered the community
What recommendations and to who could we present as a lesson from this visit?
Community: Area consultative gps, Landcare, AGWA, Local government, everyone; Identify possibilities within our own state/regions; More awareness; Get young people back into service groups Industry: Private companies, education, sport, etc. Make courses appealing State: Seed funding. Talk to Monty, Education (All Government Departments) We have the Human Resources - so access, coordinate!
Is there any place in Rural WA that is better or compares to this place? No. Similar strategies probably happening - Community awareness needs to be up.
Most closely resembles: Community Builders, Doing More With Agriculture.
Do you think this visit was worthwhile and other tour participants should visit it? Yes with a farmers perspective definitely

Business Manager, Primary Industries, SARDI/PIRSA - Primary Industries and Resources South Australia. The strategy followed the lead of WA and New Zealand. Jim is the ex Regional Manager of the Eyre Region. The strategy addresses rural communities, leadership and community development. It’s about striking a connection with people and addressing the ‘things’ that affect rural communities. Western Australia and South Australia share many similarities in the rural areas of each state. After a series of bad years climatically and economically people were losing their confidence. Land values had fallen. Many areas had lost facilities and services such as schools. This created much stress in rural areas. If you lose critical mass in a region, you start to lose the reasons for being there. The Federal Government is nervous about Rural Australia and most state government’s are as well (election power). In 1995/96 a Rural Partnership Program was commenced between the federal and state government and the Eyre Community. The strategy was designed to accelerate the good changes and things that were happening that were positive. As it happened the seasons also began to improve. The project continues today. There has been a lot of community development learning - the program had a massive impact on the community. The program cost eleven million dollars.

The project also gave the area a formal identity and sense of community ownership “Eyre Peninsula - a growing success”. The region is quite parochial even town to town. Questions were raised as to who owns the program, the government with community representatives OR the community in general?
Part of the funding for the program has come from the National Landcare program and Rural Adjustment Scheme. And there is an interest rate subsidy.

Part of the Eyre Peninsula Regional Strategy was a big media push to get ‘achievement stories’ into print and broadcast on radio and television. The program helped re-establish support in the community. A skills audit was also carried out and information was made available linking the community. Community consultation was carried out and feedback was provided. High quality brochures were produced outlining the program. Part of the funding requirements from the government included the need to have the program evaluated (accountable) at all levels. Other funding sources came from the aquaculture industry which went from a zero to $80 million a year industry, Better Business Centres, the Australia Council, SACAT - local government, Community Cultural Development Program and an Art project involving 3,000 people. Other funding sources: commonwealth registration of grants, private individuals, machinery companies and other local businesses and pastoral houses/agents.

The Eyre Peninsula Regional Strategy vision: Integrated, sustainable, viable and progressive industries, based on self reliant businesses that present a positive image of Eyre Peninsula.

The mission: A network of dedicated Eyre Peninsula people.

Investment: $11.2 million - $3.3 interest rates, $7.1 from farmers, $6.1/yr total benefits.

Many changes in practices resulted from the strategy: the region now has 65% producers practising minimum tillage, 75% are burning less stubble, 41% participate in TopCrop programs and events and 47% of producers have carried out Property Management Planning. In 1995 many farmers were depressed but within three years (three good seasons) there has been a turn around in attitude and feeling amongst the primary producers. There is a greater amount of confidence in the region. The change in farming practices has also seen an improvement in productivity. The producers are working together, have accepting greater ownership and responsibility for pursuing the vision and the sociology and psychology has improved. The area is moving towards self reliance and maintaining the momentum of change. “Concreting in the good things you’ve done”

Succession Plan:
1. Transfer ownership of vision and badging to community. Eg: rock lobster, tuna, abalone and oysters.
2. Strategic Forum
3. Build on a momentum of change to more sustainable and viable farm business.
4. Provide for the continuation of relevant Eyre Peninsula Plan.
Sustainable Regional Development: environment, community, infrastructure and economy model. With social, economic and environmental issues usually many people go in different directions. The strategy needs to harness the energy of the region. Before there were 28 towns, communities fighting each other for resources. One issue however is that community control get to be a bit threatening to government people. Issue: dependent community versus self reliant community. Now there is government control but community is leading the projects. Have government interdependence (on top) Authority - Government can give it to you or you can assume a lot of authority yourself or it can go both ways. Changes can occur from the bottom up and are often kick started from the top down.

Advantage of the strategy: 15 shires dealing with one voice. Focused on achievement. The strategy has produced case studies on farmers who have adopted change, done it well and made money. Have not chosen the top or the bottom of the achievers but the middle of the road people. Also have paid some well known past and present Eyre Peninsula people (had to pay them.) Advice: if you're going to go down the path of succession planning, don't envisage asking for more money after the initial funding is made available.

Other issues: Area has an ageing population. Needs to involve the younger generation. The Rural Youth Organisation 'died' in the region, it used to be the main 'leadership training' organisation. Many young people don't know how to chair a meeting so they won't offer. Sporting Clubs may be one way to go - give young people the 'winning' feeling. If you want to win the premiership, what about winning for the community? Need teamwork, communication and leadership. Need to subtly develop the skills base of a community. Need to know where you want to be district by district not town by town. If government agencies don't know the direction they may not offer to help with funding.

Other regional points of interest: cultural mix of Italians, Yugoslavs and Romanians (Dean Lukin Olympic weight-lifter), Great white sharks, diving, filming of Gallipoli at Coffins Bay, Boston Bay and Boston Island immediately south of the town of Port Lincoln - 2,000 sheep grazed on the island. Fishing industry is huge with many fishermen investing back into the town with new buildings and buying existing businesses.

Industry (when the tuna farms set up they came in before there were strict governmental controls - the rules of establishment largely came later whereas the abalone industry is facing a big development cost.) There is also the issue of Native Title to get through with 2 contesting Aboriginal claimants currently known. While funding money may not be a problem because the industry and the board can demonstrate a profit can be made, infrastructure such as power supplies is going to hinder the development of the industry. The project will need a lot of power and may need private power.
providers to set up. The private sector however need to know the abalone farms won’t fail before they consider investing.

Inland Eyre Peninsula is still stagnant or declining in terms of development. There are no major tourism benefits, no aquaculture benefits (all sea based in the area). There is mineral processing but it’s been ‘hit and miss’ in its success. The board is not recommending inland aquaculture development because of the water limitations (also water recharge issues) and the need for large scale production - need employment, transport, infrastructure etc. Plans for intensive horticulture/viticulture are also limited as they are industries which also impact on water recharge. Land based fin-fish trials in tanks are possible but you’d need large throughput volumes and lots of help in terms of labour and funding money. The board tries to encourage projects that have opportunities for long term viability. The board has tried to focus on: abalone, tuna farming, ballooning, mineral processing (granite and gypsum.) Simon Gunn says the board is about seeing the value adding potential of an industry or project. It wants to encourage ‘high’ value products into the market but don’t value add unless there’s money behind it. Example: pilchard farming - the fish have a higher selling value in the human consumption market than as fish bait. Pilchards are an oily and natural food source for tuna. (Bait = $3-5/kg, human consumption = $12-20/kg.) One farmer cannot produce, process and market the product so the board helps put the production line together. There are risks - environmental impact, labour strikes (wharf disputes) lose food and lose access to ocean to fish!

Riverland Development Corporation

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Overview of project/site: Township of Berri. Riverland Rural Partnership Program. The Riverland Development Commission

Key elements of success: Incorporated and Partnership to ensure success, strategic planning, business planning, very high investment levels for investment and marketing diversification and a complete business plan

How does what we have seen/learnt relate to rural WA? Having a well thought out business plan will ensure success. Government funds will not be forthcoming unless there is a plan to put in place.
How can the lessons be applied to your Community/industry  The use of a strategic business plan is essential to ensure success.

What were the main points you will remember about this site? Government/Community working together, prices and exports starting to lift, growing high value crops/products. SA gets 10 times value in dollars in water used compared to other states.


The Murray Darling basin runs through Queensland, New South Wales, Victoria and South Australia. South Australia has a high use of technology on a small scale. Export markets of produce have meant the region grows high value crops for a high dollar return. A lot of money has been spent on infrastructure and technology - high investment.

Crop types include: vines (major growth industry,) citrus, deciduous trees, vegetables, nuts. South Australia's water use from the Murray Darling Basin= 5%. Value of the region in 1995 = $220 million. In 1998 = $340 million. One giga-litre of water = 1000ml. As to the river's health - 3/4's of the water flows through the system. In August 2000 plan to replace the open channel water systems with 1.7metre diametre pipelines (a lot of heavy engineering work is required) The pipeline will be a modern delivery system that will also see a greater amount spent on property investments and in turn will create a more efficient water use and monetary savings. Producers expect to save on the water coming on to their farms and on it going off. Current waste of water occurs through: evaporation, leakage, waste and poor farmer estimation of water needs. Cost of the pipes = $250 million. Average spent on each district $30 million/yr. Now with a change in market circumstances and the changes in infrastructure being provided banks are keen to do business and lend farmers and industry the money to expand and to invest further. This has largely occurred due to the wine industry with a massive demand and huge amount of contracts being drawn up to supply grapes. There is a lot of confidence in the region. Two thirds of Australia's grapes are produced in the South Australian Riverland area.

John - Riverland Rural Partnership Program - Mid-Murray, Loxton and Renmark. Partnership program has around $5 million/3 years. WA got $25 million. 13 Rural Partnership Programs were approved under the Federal Labor Government. Ex Rural Adjustment Scheme system but the money was not getting out The program is managed by the community through a council and through the growers. The board is made up of three town mayors, agriculture and horticulture representatives, business and community leaders. The money is split into various programs: $950,000 spent on business planning - redevelopment of farms and re-skilling of people. The business plan looks at future 4-5
years out. Also a redevelopment grant of $1 million with growers making an average investment of $30,000. The re-skilling grant helped some adjust out of the industry but this has largely not been taken up by producers in the region. Another important area is quality management systems. The region has adopted the WA proram from Agriculture Western Australia called SQF 2000- Safe Quality Food. Another program is called the Export Market Development Scheme ($1.2 million) to help producers. Half funded federally through AFFA - Agriculture, Forestry, Fishing Australia (federal Ag. Dept) and half through the state. Says the region knows the wine industry isn't going to stay as high as it is currently.

LEADERSHIP

What lessons in leadership did we observe? Community and Industry based people working together eg: growers, councillors, government, Mayors.

Was there any signs of leadership development? Matthew Mayes a Project officer taking responsibility for business planning and farmers enthusiasm led to banks finance

Value Adding: Quality assurance and export marketing facilitation. Funding for primary level and secondary level production. Communication Development: Riverland Development Commission has own home page.

What recommendations and to who could we present as a lesson from this visit? Community: Collaboration across boundaries to achieve results, communities working together when applying for grants. Industry: Same applies, cooperation, pooling of resources, knowledge State: The process is very important but we need to look at broadening cooperation.

Is there any place in Rural WA that is better or compares to this place? The Regional Development Commission, SRD, Carnarvon and Ord River.

Most closely resembles: Carnarvon – Gascoyne, Ord River.

Do you think this visit was worthwhile and other tour participants should visit it? Yes.
**Riverhaven Enterprises**

**HOST/HOSTESS:** Mark McClean  
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Overview of project/site: Piggery, Citrus, olive groves  
Key elements of success: Diversification; Use of all products (waste), cooperate with other farmers; relationship with family; progressive innovative approach; adopt new industry; loans to  
How does what we have seen/learnt relate to rural WA? Effective farming; Kept overheads/loans low; Landcare.

How can the lessons be applied to your Community/industry? Aim for high quality markets; cash flow; landcare; practical risk management techniques; committed, forward looking to what they have; good social skills and family support; research.

What were the main points you will remember about this site? Impressive pig sheds; intensive and efficiency; fathers homestead location.

**LEADERSHIP**

What lessons in leadership did we observe? Youth; step up to the position; dad example of leadership/respect for dads previous efforts (role model).

Was there any signs of leadership development? Yes Florida Congress of Rural Young Farmers; Rural Australian of the Year; meat livestock award; self education Value Adding: Use of bi-products; olives - just wants to produce what he has well; primary producer; Should spend more time in office and work on management Communication Development: Communication between family and local industries/knowledge of current markets; dads involvement with community groups/boards.

What recommendations and to who could we present as a lesson from this visit? Industry: Complete present case study of his success.

Is there any place in Rural WA that is better or compares to this place? No.

Most closely resembles: Ord River.

Do you think this visit was worthwhile and other tour participants should visit it? Yes.

Afternoon: Waikerie - (near Renmark) Riverhaven Enterprises. Mark McClean, b. 1975, Roseworthy in 1993-94, studying in the pig and poultry section, 300 sows, olives and citrus. Believes in diversification. Won the Young Achiever category in South Australia and was a semi-finalist in the Young Australian of the Year Award. Went to Florida to attend the World Congress of Young Farmers. Involved in a buying group that does bulk buying and gets price discounts. Has had a number of overseas visits. Has never borrowed above the capital worth of the property. Is following a quality assurance program. Is part of an export program to the USA selling Australian Navel oranges.
Uses lots of consultants quarterly and monthly. Employs five full-time staff and 12 casuals. Has 35 acres of olives and is aiming for a 50 acre total. Weekly cash flow on the property is very important. Wants to negotiate transport prices.

Chases volume and high quality. Farmers are price takers therefore the product has to be of a high quality and it's got to be better than someone else's! The property has never had more debt than stock on hand. Only borrowed one seventh on the value of the property (200 acres.) Fruit grown: Valencia, Washington Navels, Navells, Tangelos (cross between a mandarin and a grapefruit), Mandarins and Lemons. The land in the region is not really expensive! In 1994 had a mini-crisis with grapes taking off but a large import of Brazilian citrus juice (frozen) brought in to supply the local juice processing companies. Mark sells to the Daily Juice Company which requires fresh oranges. Prices went very low but the McClean's stayed in citrus as they felt it would be too hard to doze the trees. In 1994 the US market kicked, locally oranges = $200-250t, in the USA oranges = $800-1200t.

Olives = Barnea - Israeli variety, olives are mixed use table and oil (mainly oil) Have two year old olives. They will be manually picked at three years. The trees on Riverhaven are the oldest of the variety in Australia and nothing compares to them growth wise. At Loxton there is a big processor called Viva. Agrolive - market oil. Barnea may be a higher quality. The olive volume will increase and the demand (consumers) may get more fussy. The is a big price difference between virgin and extra virgin. In Queensland at the moment there are 85,000 trees.

Other issues in the region - tourism, the water cap, the health of the river is one of the biggest problems facing the agricultural industry. Mark says South Australia gets the 'dregs' of the water - fairly saline and there could by bad news by 2020. Mark says a lot of the blame lies with New South Wales farmers who practice flood irrigation. The Waikerie area gets an 8 inch rainfall (area looks like WA's pastoral regions except for the river! Mark says the region has a very cold winter and a very hot summer. Orange harvest starts in May and is almost a year round job with picking done by hand using aluminium ladders. Have grain silos (buy in grain for piggery) and effluent ponds which hold pig waste which is then spread on the orchards. All the weaner sheds are computer controlled. The young people in the are don't have a lot of outside activities. Mark and his wife so socialise through the local Church.

*Pigs in Straw Bale Houses - Riverhaven Enterprises.*
Sunrise Enterprises

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Overview of project/site: $0.86 million Sunraysia Regional Initiative for a sustainable economy in the 21st Century “Sunrise 21” Formed in 1994. Approx 6 employees, federally funded various programs kickstart .... subsidy

Key elements of success: redevelopment/restructure for water use efficiency and business efficiency; well marketed to the community passionate; community driven (had to change); confidentiality on collected data; incentives to get farmers

How does what we have seen/learnt relate to rural WA? Focus on asset utilising it; Programs need to be well marketed and community driven to some degree; Help is required for major infrastructure changes; Public profile is good to lift image (not necessarily expensive just respected well known people; Guiding the people rather than telling; needs community drive; Involve the community.

How can the lessons be applied to your Community/industry

What were the main points you will remember about this site? Willing to learn from others(youth); Regional approach; Achieving results; Well organised; Broad scale – many people involved,

LEADERSHIP

What lessons in leadership did we observe? Different parties were well coordinated; No one big boss; Shared leadership.

Was there any signs of leadership development? Training youth; involving and training community members; One of the earlier rural partnerships developed Value Adding: More efficient water use. Communication Development: Excellent communication to all parties involved; Developed an information chain.

What recommendations and to who could we present as a lesson from this visit?

Community: Community involvement is essential; Take advantage of what is available; Make sure that it is something the community are driving; Assess different communication techniques eg:artists; Industry: Business planning; Creating positive profile of the industry. State: Needs to be community driven and community needs to be empowered.

Is there any place in Rural WA that is better or compares to this place? Gascoyne/Murchison; south coast partnerships.

Do you think this visit was worthwhile and other tour participants should visit it? Yes
Overview of project/site: Developing regional responses to employment and economic development from a growth perspective.

Key elements of success: Leadership forums, targeting specific age groups from various industries using guest speakers from the wider community. Encouraged feedback on forums. Attracted qualified people back to the community.

How does what we have seen/learnt relate to rural WA? Targeting people for specific positions in industry. Equivalent socio-economic factors in the environment effecting rural maintenance. Succession planning in community groups is very important.

What were the main points you will remember about this site? Two way communication between speaker and participants. Speaker had good understanding about the need for interaction and the breaking down of barriers between groups.

Leadership

What lessons in leadership did we observe? Encouragement for young people to enter community groups. Succession planning for leadership.

Was there any signs of leadership development? Youth action group, leadership forums and national youth week. Communication Development: Leadership forums re bridging gap by networking and taking guests. Maintaining contact with people leaving the area for tertiary education.

What recommendations and to who could we present as a lesson from this visit? Community Succession planning for community groups. Industry: The effectiveness of Leadership forums to gain and maintain links within and outside industry.

Is there any place in Rural WA that is better or compares to this place? Not that we are aware of.

Most closely resembles: Area Consultative Committee

Do you think this visit was worthwhile and other tour participants should visit it? Yes
Mildura and Districts Education Centre

Overview of project/site: Community based education centre working under contract for the government state and Federal.

Key elements of success: Community backing using unemployed labour to build new structures based on community needs at same time training them. Freedom contracts to design courses to benefit community needs.

How does what we have seen/learnt relate to rural WA? Centralised resources needs - relates to Esperance but has more history.

How can the lessons be applied to your Community/industry? A lesson learnt would be that Esperance has an intense relationship with Secondary schools. Need for more integration with likewise services. Possibility of contracts instead of Partnerships.

What were the main points you will remember about this site? Attitudes. Positiveness of the people involved and the mud brick structures (Egyptian Tomb) built by work for the dole groups. Creative use of resources.

LEADERSHIP

What lessons in leadership did we observe? Using a vision for the long term achieving all goals set out for the community.

Was there any signs of leadership development? Being facilitators for graduates.

Value Adding: Institution contribution and moneys raised used to better courses offered.

Communication Development: No obvious communication with secondary college - no obvious development in leadership skills for organisation hierarchy.

What recommendations and to who could we present as a lesson from this visit?

Community: Training providers

Industry: Apprenticeships/traineeships schemes

State: Uni/Community and Industry links.

Is there any place in Rural WA that is better or compares to this place? Esperance

Most closely resembles: Community colleges/training groups.

Do you think this visit was worthwhile and other tour participants should visit it? Yes
Chaffey Community Foundation

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Overview of project/site: Community foundation commenced by a group of volunteers, to source and centralise funding opportunities. Research of several different models (WA, Canada, QLD). Grew out of regional summit in 1999 with seed funding from FRRR. (Still in formative stages)

Key elements of success: Dedicated people; non-informal, evolving structures; determination to have community independence without reliance on external/government funding; no specific political/regional boundaries; development of supportive tax legislation.

How does what we have seen/learnt relate to rural WA? Loss of capital is a problem in almost all rural areas. WA could adopt a similar idea—a great resource which can provide for a better (positive) community.

How can the lessons be applied to your Community/industry? Perception of new projects and developments. Promotes local investment within community.

What were the main points you will remember about this site? Simplicity of the concept! Two way learning — our hosts were very interested in our own ideas/communities/positions.

LEADERSHIP

What lessons in leadership did we observe? Leading by example — volunteers putting time in.

Was there any signs of leadership development? Social group encouraging and promoting community development; pro-active approach to funding. Communication Development: E-mail and fax network. Research and evaluation of project (on-going). Focus on getting all people in the community talking and suggesting new ideas (despite any legal/bureaucratic impediments which may exist).

What recommendations and to who could we present as a lesson from this visit?

Community: Development of such a foundation—to promote improved community investment in funding of more community projects, centralisation of funding; and to reduce project duplication. Foundation needs to be transparent to the community (in terms of funds management and allocation).

Industry: Foundation provides a single entity for business to invest in/sponsor/make bequests to their local community. Make use of it.

State: To support such foundations since it is to the governments benefit for communities to be more independent and self sustaining. The integrity of the model also needs to be maintained, so that the government doesn’t just perceive it as a money saving device.
Do you think this visit was worthwhile and other tour participants should visit it? Yes

Mildura: Mallee Family Care, NRG group split into four groups to hear four different community programs Mallee Family Care community planning, Maydec employment, Sunrise 21 and a Leadership Forum.

Vernon Knight - Mallee Family Care, Cheryl Hardie - Sunraysia TAFE, Kerry Worington, Brian Dodos - Rural Financial councillor - financial advice.

Community Foundation plan - to get the community involved. Area involved covers the north-west of the state (half of Victoria in terms of land mass) Plan is about 'capacity building' the community to ensure it can look after itself. Many of the ideas came out of the US (just as Western Australia has gleaned ideas for the Progress Rural Program. Group members made a 'pilgrimage' to the Mid West region of the US to harvest ideas. Had to face facts that the government was 'helping out' less and less and the community had to look towards self reliance, not on outside resources. It has to 'quarantine' it's own resources, maintain and strengthen them. Looking at developing local and/or overseas investment in the region under a foundation. Public Trustees, wills, local contributions (may not be large amounts of money but bequests and other 'donations' can equal millions of dollars that is currently going out of the community to other organisations/charities etc.) Queensland and Tasmania have schemes (state based.) A local group formed from a variety of sectors have become passionate about the goal of establishing a regional foundation.

Cheryl - The Australian Taxation scheme doesn't recognise regional development with tax cuts, rebates or benefits so one of the first steps is to work on changes to the tax system. Program called FRRR, Sidney Myer fund, Warren Truss - Minister announced details at last year's Regional Summit. Other examples the local group is looking at: Community Chests in Ballarat, Geelong and Melbourne. The 'chest' idea is that it becomes one big 'bucket' uniting the fundraising power of all the groups, charities, sporting clubs etc - getting dollars in the community to leverage the community. US community developer and motivator Mac Holliday has spoken to the foundation committee (don't call themselves a committee as it's too formal - they say they're just a group of dedicated local people who get together to plan the foundation). The philosophy comes partly from Mac Holliday who says:

Hang onto your dream, and don't stuff it up with structures, committees etc.

and

Do it yourself, forget about the government.
The foundation is to be a company limited by guarantee - Trust attached. It will loosely cover the Shire of Mildura, Wentworth and upstream to Robinvale. No firm boundaries so as not to exclude anyone who would like to play a part. The name is likely to be the ‘Chaffey Foundation’ a pioneer in the region. It's about the communities future. Have received some start up funds ($30,000.) Need to look at capital appreciation, tax deductibility as currently a capital ‘gift’ is weighed down by capital gains tax. The foundation planning group currently operates by an email and fax network (very informal structure) with a one page bulletin. It's designed to get people talking and it has generated some excitement. The group says it's a voyage of discovery but there are many legal, bureaucratic and governmental impediments. There is however a wealth of ideas and opportunities. Some of the areas the foundation hopes to work within are:

1. The value of water entitlements - water distribution and the impact of water use on the environment is a huge issue - water credits, water diversion, water allocations can all be bought and sold.
2. Privatisation of the hospitals
3. Foundation can become a resource bank for the community - with bequests the foundation can recommend where the dollars are spent (priority areas or areas the benefactor would like to see the money spent such as education, environment)

A good foundation will look at reducing duplication of resources (not about linking groups - the foundation says that should occur naturally anyway) One negative the current local government feels threatened and may possibly be weakened by the foundation. Grant making will be the foundation's purpose - managers should be committed to leaving all possible doors open to ensure the channels are open so that the money can go anywhere in the community. The foundation is also a 'clearing house' for the community for investors. About economic and community development. The foundation also has to operate commercially - community builders programs, venture capital, overseas exchanges to bring back ideas, leverage funds. Not about the community deciding kids of the town want a skate park and building a cement skate park in the middle of town without consulting the teenagers. Old attitude which is wrong. Vernon Knight of the Mallee Family Care centre says if you want to build a community you need to celebrate. Need a Christmas celebration. He says as well successful communities have many women as leaders and let young people take over!
**Birchip Cropping Group**

HOST/HOSTESS: Manager Tony Eyres

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Overview of project/site: See Birchip Cropping Group Overview Reference sheet.

Key elements of success: Motivated farmers driven by farmers but with a professional management team backed by scientific rigour. Voluntary land given up for research and development; clear vision - applying and expanding; locally based so independent of any commercial venture.

How does what we have seen/learnt relate to rural WA? Very relevant. Similar groups set up and are being set up. Government funding is waning and need for it. Government also not attracting the quality R&D people (who are heading into private ventures).

What were the main points you will remember about this site? Community enthusiasm; size of R&D site; small town but Birchip Cropping Group is crucial; attracting industry and people big farmers getting everyone else involved.

**LEADERSHIP**

What lessons in leadership did we observe? Young people involved; Bigger successful farmers encouraging others; professional management= representative leader.

Was there any signs of leadership development? New building = CSIRO and Ag Dept to stay; Tony Eyres = energy, young. Young peoples group.

Value Adding: Employment, tourism, local trade

Communication Development: Website; field days-3000; highly professional manuals with some specific to its 500 members but not restrictive to all others.

What recommendations and to who could we present as a lesson from this visit? Liebe money not wasted = learnt from Birchip. Community: Similar to WA to Liebe Group etc. Need to have more donation, in kind, sponsorship from range of companies and visited interests maintaining networks between these interstate groups “shared systems” concept.

Is there any place in Rural WA that is better or compares to this place? Liebe Group, Kondinin, Yuna, Mingenew/Irwin, Corrigin

Do you think this visit was worthwhile and other tour participants should visit it? Yes

Afternoon: Birchip Cropping Group. Manager Tony Eyres (been there 6 months from WA.) A farmer education site similar in concept to the Kondinin Group. Tony describes it as an agriculture research group, 4 staff, moving to 5. Based in the Wimmera/Mallee region of Victoria, 500 members. Birchip is
'halfway between lots of bigger places.' Chemical, fertiliser companies and government agencies work with the group to develop local cropping information. Birchip has a number of trials (32 one hectare paddocks) that are used for systems trials. Chairman of the group is lan McClelland -AWB board member) and his brother Warwick plays a key role too. Together Warwick and lan have 15,500 acres and have been involved in the Birchip Group since it began. The average farmers has 3,000 acres. 40-45 trial sites with 10-15 satellite sites = 2500 plots. One five year old site is looking at water use efficiency. The group operates trials under four farming systems: zero-till, minimum-till, conventional (including fallow) and heavy grazing (hungry sheep rotation: 70-75% crop/yr 25-30% pasture with an oat/medic mix and balansa clover.) The group also has 'bread and butter' sites - research sites, demonstration plots, with canola, field peas, fertiliser trials, summer weed control, weeds using water instead of winter crops, controlled traffic, bio-fumigation - canola. In 1993 no lentils were grown in the region, now there's 450,000t. Also there was no canola in 1993 but now there's 600,000t. The Birchip Cropping Group stores a lot of data through soil probes which read the profile and stored moisture and the changing water profile (think its called a cannibal probe?) Cost $10,000 each x 4 yrs.

The group has 3 sources of revenue: membership ($160 plus GST), corporate sponsorship (banks, chemical companies etc) and commissioned research projects. The GRDC - Grains Research and Development Corporation provides in excess of 50% of the revenue. Also receives NHT funding. Research also carried out on groundwater movement and recharge issues. Group has been running short term trials but now looking at longer term to learn what is truly profitable and what's not. The season's are variable so the cropping rotation varies greatly. Canola is not all that profitable in the region. In the long term the region's producers are looking at a canola type crop known as mustard. Practice 'autumn saving' which means they save lentils until June (lambing in mid-June) and sow lentils in mid May/June. Current rotation: 50-60% = wheat, 15% barley, rest= lentils - $450/t 1.8t/ha. The region doesn't grow field peas (not profitable) or chickpeas (ascocytta blight.) Lentils are a high risk crop and the Mallee usually has a dry finish. Lentils are also difficult to harvest. Have to have a floating flexi-front to harvest and you may therefore lose a bit. Tony says better technology is needed to harvest lentils. There is a vacuum header being developed which may also help in the harvest of higher (taller) growing varieties. Rainfall= 350 -370mm (14-14.5 inches) Whilst WA usually has 85% of rain in the growing season, Victoria is more 70/30%. Tony says the key is when the rain fall as far as the cropping season goes. Wheat grown is hard wheat - Frame, Silverstar - high screenings. Over 12% protein. Feed barley. Crops are susceptible to CCN Cereal Cyst Nematode. Root diseases are a problem - rhizoctonia and take-all. Growers direct drill seed, sow wheat and barley in May. Growers tend not to direct drill wheat because of nematode disease. Graze the country hard in March/April. Putting in oats in Mar/April for sheep feed - direct drilling oats. 7 sheep/ha paddocks producing prime lambs and wool. In the south they have a continuous cropping system. Must consider economics,
soil health, weed seed burden and deep soil tests to determine nutrition and health etc. Also need to do it over a period of years as the seasons/years are so variable. Farmers are looking for a sustainable system which is improving all the time. Soil limitations include major subsoil issue (30-60 cm), sodicity/boron, roots. Projects being done with the Departments of Agriculture. A number of PhD students are now looking at subsoil limitations. Also trialing a 'super wheat crop'- throw lots at it and chemicals. Need boron tolerant crop varieties. There are experiments at Horsham. Sodicity-high sodium issues (needs calcium/gypsum) Quite friable soils sodium ion gets replaces with calcium sulfate. Soils are quite alkaline (no need for lime) Birchip does start trials and gets funding later. PhD students are now looking at subsoil limitations. Also trialing a 'super wheat crop'- threw lots at it and chemicals. Need boron tolerant crop varieties. There are experiments at Horsham.

Birchip is the southern most town in the Mallee. Tony says in order for the group to be a success there needs to be visionaries, drivers and workers. The Birchip Cropping Group has helped the community, a community which already had a huge sense of togetherness. The Shire helps with $5,000/yr and car hire. Other funds come through tax deductibility for the research projects, AusIndustry program funding. The group is about to build a new building worth $400,000 which will also house visited Ag Dept researchers and CSIRO and Natural Resource scientists. Some university staff and students will also work there. Also receive money through philanthropic trusts, lotteries commission etc. Birchip places many of it's results on the Internet, turning results around quickly. The results are password protected to allow members special membership only access. The groups also conducts Internet fora and chat sessions. There are focus groups and focus paddocks. Birchip is at the top of the catchment. Water table is 40 metres, slowing rising half a centimetre a year. Have salinity and recharge issues to get on top of. Tony says:

"You are only as good as you most limiting factor".

As to the future of the group - it's focus will always be agronomy, not trying to be a Kondinin Group which has a broader role to play. Tony says the Group's members believe in shared solutions (part of the Birchip Cropping Group logo.) It's currently looking to work with other farmers interstate - Southern farmers in Victoria who are practicing raised bed, a group in Walgett NW and farmers in the Mingenew/Irwin Valley area of WA. The idea is to eventually have 13 of them operating in different
GRDC zones, under different agro-ecological conditions and then pool the information. Tony says you must 'think outside the square' to succeed.

eNRGy tour group with the Birchip Bull in Birchip, Mallee Area, Victoria.
Loddon Murray 2000

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Overview of project/site: An initiative to stimulate changes to improve farm productivity, profitability, sustainability and water use efficiency.

Key elements of success: Funding and business planning and initiatives to implement projects.

How does what we have seen/learnt relate to rural WA? Partnership between farmers and government to lift productivity and efficiency.

How can the lessons be applied to your Community/industry? Business planning on a regional basis. Change of mindset for farmers.

What were the main points you will remember about this site? Implementation was questionable. Speaker had apathy towards farmers.

LEADERSHIP

What lessons in leadership did we observe? Not a good example. (We learned how the initiative struggled).

Was there any signs of leadership development? Offering leadership program aimed at middle aged participants. Value Adding: Water use efficiency and high value crops. Communication Development: Leadership program, using TV, e-mail, flyers

What recommendations and to who could we present as a lesson from this visit?
Community: Leader requires passion. Industry: Making farmers aware of the need for change.
State: Organised time frame

Is there any place in Rural WA that is better or compares to this place? Gascoyne/Murchison
Most closely resembles: Sunrise 21

Do you think this visit was worthwhile and other tour participants should visit it? No

Swan Hill Loddon Murray 2000+. Noel Grant - accountant who works in Kerang. The Logo = the two rivers in the region the Loddon with a North/South flow which flows into the Murray. The two rivers are the boundaries of the program which includes the towns of Swan Hill, Kerang etc. The Loddon Murray is also an ex-Rural Adjustment Scheme program. 12 Rural Partnership Programs were awarded - WA's Gascoyne Murchison and the South West of WA (south coast), Victoria's Kick Start program at Mildura (Sunrise 21, Alpine region and the Loddon Murray region. One of the 'faces' of the program is John Williamson who was born in Kerang. The program is a community funding strategy. Turumbry Weir irrigation district - $209 million agricultural region approximately 6% of
Victoria's production. The key issues: moving the agricultural production from low to high value. The boundaries are the production has to be viable, profitable, sustainable and use water efficiently. Some of the programs include - a Business Plan subsidy known in some states as Property Management Planning and it's like Farm Smart (NSW.) The region has including art work and a sculpture to portray the vision of the program - visions for the future were done by school students in the region (made tiles which were then put into a story wall like the Great Wall of China only a small version!) Noel says the communications strategy is difficult.

It's hard to get the word out to people about what's happening and what's available. He says perhaps a communication consultant and communications strategy are needed as farmers are busy. Also talking to the Victorian Farmers Federation to get the message out through the United Dairy Farmers group and a merino stud and sheep field day. He says they've also produced a sticker/show bag and are doing TV ads, flyers, print ads. The group has a web page, and operates by word of mouth and through schools. Also using the rural papers. He says they perhaps needed more marketing earlier on. He says the opportunity is there but people are fearful of 'change.'

The group has lost it's funding capabilities due to a lack of real community participation (need youth programs.) They may rebadge and try to put together some similar projects. The government (state) has also changed in the process. Need to have accredited providers such as accountants, consultants and lawyers and those in the community that participate. The group's current business plan shows the project must be viable within 3 years. They're conducting 3 monthly study and a 6 month review to review and reshape.
Bogafish

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Overview of project/site: Controlled intensive fishery and noxious fish removal from native waterways ie; European Carp

Key elements of success: Original industry which creates market opportunities. Diversification from wild stock harvesting to intensive tank fishery. Value adding to European Carp.

How does what we have seen/learnt relate to rural WA? Pemberton, Fremantle Tafe, Collie and Carnarvon where there are fish hatcheries grow outs in an intensive situation. The scale of operations in WA are much larger.

How can the lessons be applied to your Community/industry? Making money out of a wasted resource. Supporting other industries by removing pest species out of native waterways.

What were the main points you will remember about this site? Making a positive industry out of a negative resource.

LEADERSHIP

What lessons in leadership did we observe? Forward and lateral thinking. Willing to take on change.

Was there any signs of leadership development? Helping other farmers develop the industry. Value Adding: Yes. For a wasted product. Communication Development: Better the community by aiding the sustainability of the environment.

What recommendations and to who could we present as a lesson from this visit? To show the community that there is value in any resource.

Is there any place in Rural WA that is better or compares to this place? Collie & Pemberton.

Most closely resembles: SWAEC (ask Mark)

Do you think this visit was worthwhile and other tour participants should visit it? This site No

Aquaculture plant called Bogafish. Stephen Baker. Been operating for four years. Studied fisheries in Tasmania. Fish are in tanks indoors. Can’t grow out in the river, need specific temperature requirements 22 degrees plus with the ideal being around 25 degrees. Need 10t/yr to be commercial. A high risk industry which requires intensive management, aquaculture permits (licence). The company will soon contract other farmers to grow fish for them. Aquaculture is a 12 month a year industry (can’t leave the fish and take holidays!) Whereas the commercial industry is seasonal. Fish
are taken from waterways. Plan to restock the waterways with native fish. Carp reduction. So on the
one hand the company is trying to grow native fish and as an aside they harvest carp and sell it. Need to balance ecosystem and increase economic returns. The main species are Murray Cod and Golden Perch, and Silver Perch. 4/5t a week. 500gm to market size takes 7 to 12 months. Golden Perch= $14/kg.

Two tank designs sloping bottom for waste removal. Uses biological filtration to deal with solids. Disease is a major factor in intensive aquaculture with bacteria a problem. Harvest the fish in the waterways with gill and drag nets 100 meters long and 300 metres wide. Can catch 2.5t of carp in 100 metre net. Feed for the fish - high feed diet - pelletised feed. 10 farms are being set up across different states, utilising carp as fertiliser. Commercial fishing and marketing the fish for human consumption into the Melbourne market - unable to meet the demand. By removing the carp you can then restock the natural waterways to maximise the waterways, improve the water quality and bring about an economic benefit. Restocking with native fish will allow recreational fishing, tourism and eventually a fish product to sell. In the long term the company is looking to export the native fish species to Asia. The minimum requirement into Japan is 16t/week. (Japan being the smallest Asian market. At the moment the company couldn’t even supply that market for two weeks. Looking to expand but it needs to be a controlled expansion.

There is currently a bounty for carp removal in NSW but in Victoria there is no economic incentive to do so. With carp it is also an exportable product - Asian chefs love carp and consider it a strong fish - use it in soups and fish cakes. Other current uses for carp: fertiliser mulch, canned/smoked fish eaten in Asia, fresh fish - sold in Sydney Fish Market, and currently also exported to Germany. Stephen says you’ll never totally remove them. Carp is also used as a Rock Lobster bait. Bogafish sell 25 kilogram blocks of frozen carp to Victoria and South Australia’s fishing industry. Use drag nets in the nearby lakes. Carp cause a sitting problem. The company has to return every fish species caught in the drag nets other than carp. That includes Silver perch, Red Fin and Murray Cod. Fingerlings of Silver Perch sell at 25-50 cents each, Murray Cod = 60 cents each - currently valued at $25/g market price. Murray Cod can grow up to 100kg in weight (about 6 feet long! Stephen says he doesn’t believe commercial fishing should occur in the rivers. On fish generally he says it doesn’t matter what the species the overseas demand for fish is huge.
Day touring in Kerang area

HOST/HOSTESS: Ken McDougall

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Overview of project/site: Corporate vineyard, Olives; 500 head dairy cattle, irrigated lucerne; organic apple orchard

Key elements of success: High quality/high value end of market targeted by all, good management and good planning, quality assurance, long term vision, passion/attitude.

How does what we have seen/learnt relate to rural WA? Same methods can be applied to same products and or different products.

How can the lessons be applied to your Community/industry? We need to address the quality of products, more marketing skills, open mindedness.

What were the main points you will remember about this site? Value adding, orchardist concerned about social issues (employment of locals).

LEADERSHIP

What lessons in leadership did we observe? Orchardist concerned with social issues, dairy farmers respect for consultants.

Was there any signs of leadership development? Orchardists employment ideas, dairy farmer didn't seem to give his staff the opportunity to take on leadership. Value Adding: Organic apples, avoiding impurities in milk. Communication Development: Corporate money/development; weather station

What recommendations and to who could we present as a lesson from this visit?

Community: Develop more permanent jobs rather than backpackers/casuals where possible.

Industry: Target high value/high quality products. Don't be afraid to get out of your comfort zone!

State: More liaison between Birchup/Ag Departments/Kondinin; More diversity (encourage this more); More government funds/Ag Department more independent or contract its functions out to private.

Do you think this visit was worthwhile and other tour participants should visit it? Yes

eNRGy tour 2000 Report
Tour with Ken McDougall around the Kerang district.

Lucerne: Graham Pink. He markets premium quality lucerne, irrigated. 200 acres of lucerne, flood irrigated Aquarius and Maxidoor 2 (now superseded.) Growing the Eureka variety. 500kg/Ha single super twice a year. Watered every fortnight. Will grow lucerne for about four years and then plant cereal. Soil will be right for two crops after that. Flooded to a depth of 10cm of water. Lucerne all goes super twice a year. Watered every fortnight. Will grow lucerne for about four years and then plant

very good in the area. Alkaline but soils slake - could be a hard layer at 10cm - slake is a good
t

at the moment. Usually to take it out - 21 t touch down and cultivate it. Sowing rate = 5kgs, treated, inoculated, 10kgs/Ha seed lime coated. Sowing depth= dropped on top and covered with harrows. Sow it dry and hope for rain! No claypans or hardpans, most penetration down to 2 metres. Soils are very good in the area. Alkaline but soils slake - could be a hard layer at 10cm - slake is a good retardant but as soon as you wet it = friable again, doesn't harden. Interactive variety mainly for sheep feed. Had the Aurora variety but as it gets very cold in the area, it didn't grow. On the heavier clays, half stand winter dormant. with a 30-

inoculated, 10kgs/Ha seed lime coated. Sowing depth= dropped on top and covered with harrows.

Company - silage chopper for cube machines. Exported to Japan and also fed to live cattle trade on export out of Darwin. This market did fall down during the Asian economic crisis. Bale quality has got to be pH 7-8. The property's water table is at 26 metres with a limestone base. A class soils with quarter of an acre of B class soils. Sources out seed, has harvested his own but not as effective production wise. The average rainfall is 16 inches. Grows wheat (Frame, Goldmart and Yippee - H varieties) Goes 10/bags to the acre. Laser levelled his property @ $120/hr with a 14ft grade with 350 horse power. The ground is hard on machinery. Has 4,500 acres in total.

Olives: $100 million olives imported into Australia a year. Need overseas markets for Australia's small industry. Looking at selling to Asia and the USA. Looked at a $6-10 million development of 350Ha with olives planted for oil production. The olives are irrigated 850-1000mm/water. Rainfall = 350mm. Will need a 20t/Ha processing plant and a labour force. Need to determine the salt tolerance of olives. May be a water table problem - haven't got free draining soils. Olive varieties - seviano, paragon, manzernilo. The olives grow on 6.5% lime. Looking at growing organic olive oil next door to an organic apple orchard. Looking at olive oil as the table market for olives is not a huge market. Do have a problem with weed control, olive trees have been challenged in their juvenile stage. Growers= Brian and Sue Smith. They had no perceived ideas, when they first started and no 'father' involved to follow. They are growing in a new horticulture area. Need to get the balance right using insects rather than sterile chemical environment. Problem with Apple Dimpling Bug. They have used pheromones to sterilise the male bugs. Fresh ground used to plant the trees means the trees have too much vigour at the moment, not fertilising trees at the moment. The Smiths have a business plan and didn't originally consider organic production as the prices were so good. The apple market dropped with an oversupply and prices dropped too. There's a premium in the organic produce market. Brian says:
"Always aim for the top end of the market".

Took three years to change over to organic production. Control fungi with a yeast product. The water table on the farm is now dropping. Organic produce is picked and packed separately. Says there is a social issue with not enough young people wanting a career in the orchard industry. There are not enough local people (no major attractions to being people to the area). Many families are leaving, and Brian would like to turn that around and attract more families to move to the region. Growing Chinese poplars too.

Dairy. Lindsay. In 1982 there was a drought. Laser levelled the property so that now he has 3,2000 acres and 19,00 mega-litres of water. Cuts rye grass three times a year. Persian clover, grain, straw, silage. Dairy follows the Milk Care quality assurance scheme. Also grows non-GMO canola for the Japanese market. His dairy is based on export market. Silage is 65-70% moisture, can't have air, can cut it early. Says it's what you make the silage out of that counts. The Silage eats up the protein and sugars with heat which leads to losses - so he sprays an inoculant prior to chopping to reduce this problem. Gypsum in the area costs $23/t.

Also saw a large vineyard in development earlier in the day.

Pyramid Salt

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Overview of project/site: Extracting ground water and the salt for market with the outcome of reclaiming salt effected land.
Key elements of success: Targeting high value markets. Research before jumping in. Location of plant. Positive marketing of the product.
How does what we have seen/learnt relate to rural WA? Certain salt effected land in WA eg; Wickepin. Methods used to market the product. Producing a large amount into higher value niche market.
How can the lessons be applied to your Community/industry Initiative and lateral thinking. See above.
What were the main points you will remember about this site? Solar gradient ponds. Engineered own machinery. The differing visual appearance of the salt crystals.
LEADERSHIP

What lessons in leadership did we observe? Drive to succeed. Went out and did it no matter what. **Value Adding:** Unusable saline water -- industrial -- human consumption -- medical; Solar gradient power. **Communication Development:** Research into the markets to be supplied. What recommendations and to who could we present as a lesson from this visit? **Community:** Money to be made out of anything. **Industry:** Use of alternative power source. **State:** Recommend money to aid in research.

Is there any place in Rural WA that is better or compares to this place? No

Most closely resembles: Salt mines in coastal communities in WA and salt affected WA.

Do you think this visit was worthwhile and other tour participants should visit it? Definitely

**Lead-on**

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**Overview of project/site:** 8 month old leadership and skills program aimed to keep youth in the area. Kids going into business with no political baggage. To engage youth into business aimed at 15 to 25 year old.

**Key elements of success:** Breaking down barriers between groups 'civil & business' Meaningful programs Using Jo- Average. Not aimed at already successful youth. Projects were chosen by participants.

How does what we have seen/learnt relate to rural WA? It does not relate because of the lack of people but could be modified to suit. Make exceptions for major centres like Albany.

How can the lessons be applied to your Community/industry? Interacting youth with the broader community. Needs to be with people/business who are willing to accept and help/take part.

What were the main points you will remember about this site? Meeting the bank manager (Rob Hunt) of Bendigo Bank (Managing Director) Linking government, civic, youth, business.

**LEADERSHIP**

What lessons in leadership did we observe? Chris was leading bullet firing the group. Lead themselves." To do nothing was not an option" Rob Hunt shows great enthusiasm for the community.

Was there any signs of leadership development? Empowering young members to become known members in the community by the programs and media. **Value Adding:** Value adding to youth and the community which lead to value add to business.
What recommendations and to who could we present as a lesson from this visit?

**Community:** The service clubs ie: Rotary/Apex/ sports etc; Youth groups ie: Rural Youth/ Young Country Club/ Youth Advisory Council. **Industry:** Chamber of Commerce/ Development Commission/ Business. **State:** Schools year 10 and above, local government, Progress Rural.

Is there any place in Rural WA that is better or compares to this place? Rural Advisory Commission Groups in larger centres. Future leaders but this is aimed at individuals not the community.

**Most closely resembles:** Youth Advisory Commission

Do you think this visit was worthwhile and other tour participants should visit it? Yes

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**Bendigo: Lead On program. Chris De Araugo.** The program is 8 months old. It aims to keep young people in the area. Its core business and philosophy is to engage youth in business and the community. 1) Encourage youth to stay, 2) there is no political baggage in the program - uncluttered, straight to the point. Part of the program operates in the same way as the successful Bendigo Bank (community bank) Managing Director of Bendigo bank Rob Hunt is on the Lead On Board of Directors. The model for the bank is dynamic and that's what Chris wants the Lead On program to be.

The Lead On program aims to engage young people 15-25 from Year 10 to 2nd year university. It's to attract the 'Joe Average' not the especially gifted or kids with big problems.

"Leadership comes in all shapes and sizes"

Aim for the middle of the road and you get all sorts. There are 200 in the program, 60 in a project. The young people are asked what they want to achieve. One of the smartest moves is to ask young people. The activity or achievement has to be relevant. The program has a Youth Board and Senior Board. The Youth board selects the projects and businesses wishing to participate in the program must present (pitch) to the Youth Board. The Senior Board is made up of 9 people, 3 from outside the Bendigo area. The program covers Bendigo, Swan Hill, Echuca and Mildura. It's trying to help the smaller towns too - those all within two hours of each other. Now young people are coming to the program under their own steam. The Year 10-12 groups are working well.

The girls tend to stand up more. There is a sports based program that the boys are involved in more. Projects have to be active, worthwhile activities, not tokenism. The business community was asked to help and asked what needs doing?

Lead On asked businesses to engage in the program remembering young people have lots of enthusiasm and businesses need to be tolerant. The gains come to both the young people (better equipped, have a sense of community ownership and play a part in the community) and the local businesses (real value not just a sponsorship sign.) Chris says a successful community makes a successful business. Some of the snags include picking the right businesses to match up with the
young people. The program has had 'great press' and one project actually saw the young people put together the sports section for the local paper. They have written and had their own stories and photographs of the sports games published. They were even paid $50/story, the kids gained skills, enthusiasm and extra credentials. Another example of the activities - 20 young people were going to get into community banking promoting smart cards. They did a lot of research on the project, went to senior banking meetings and found the meetings very difficult, a shock, as they saw good and bad sides to the business. The project is still being worked on to see if it's viable. The Lead On program believes in integrity, credibility and skills.

Rob Hunt Managing Director of Bendigo Bank. The motivation behind the concept. A lot of towns were losing access to services (and still are). Federal and State government's can't help. There are some serious systematic problems and Rob said part of the bank's plan is to solve them. There is the capital cities belief that it's not worth investing in the bush versus the country potential. Created a model following these fundamentals. Country areas produce more than we consume. Need banking to better manage the capital flow in and out of the community. Built with a local framework, local investor structure, marshal, involve, engage and unite local people to build a self-propelling idea. The concept won't work for every town - it's often hard to find leaders something new not the end. It's about capital that's produced. At the a lot of money in compulsory investment trusts that have no charter to spend the money back on the investors. We put money into giant funnels which are supposedly safe. But Rob says economics work better to use that money to turn around and produce something.

Do it yourself, create a new business in the town, create employment and change the way you think about investing your capital. Global economy is not a threat but a big opportunity. Need to improve the capital management. Rob says to do nothing is not an option, need cultural change. Bendigo Bank plans to do more than just banking. Investing local, thinking global. If you spend outside the town, you reduce the local I economy. Need a common goal, which may changes but at least you've set your goal. many businesses under-estimate the potential of their town. If you can create a high value product you can do it. Before Bendigo Bank, banking was becoming just a 'flogger of products.'
You should not be afraid to be innovative or creative. Living in the country you have to be creative and adapt! Need to expand your paradigm - what will it take to get the consumer to click on a button in 5 years time? Need to see and believe. Need emotional equity and relevance if you're going to succeed. There is great potential in the 'community' although other banks may not see it. Bendigo Bank empowers the community. Community bank brings in more people than the bank could on its own so it's sharing the responsibility and sharing the rewards. Problem: people skills required inside the bank. Ethical boundaries - have to ask does this add value to the end user? Not a short term bank. Not into slash, burn, profit etc. Bendigo Bank uses long term language. There is international interest in the concept too. We all like to 'do good', 'make a contribution' and 'make a living.' Need to believe in our own ability and in our community.

The banks independence needs 3 things: performance, relevance and prospects. If shareholders can't see the prospects of the bank then there's something wrong. There's a real joy when you see the community reaction to the new bank in town. Example Kulin WA, some school kids has seen the bank being set up and Rob Hunt who was at the opening said to them what do you think about the bank and the children replied "isn't it great Mum and Dad got the bank back!" Would like to see the concept where youth, civic sector, business sector and government all link together. Result - financial, intellectual, human and production capital. Bendigo is now the fifth largest bank in Australia. Bendigo's population = 80-100,000 people.

Rob volunteered his time to talk to the eNRGy group.
"Rural people are not afraid to innovate or create - it's part of being from the country"

**Tall Poppies**

HOST/HOSTESS: Jan Hamilton & Val Wilkinson

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Overview of project/site: Leadership program for 15-25yr olds in order to lead others you must first lead yourself. Self funded.

Key elements of success: Very good motivator, clear vision of the big picture. Kept groups small - everyone in group had a mentor to work with them they had to have a project to work on. Comfort zone - taking people out of.

How does what we have seen/learnt relate to rural WA? Similar models are implemented in WA (Leadership Program) highlight the need for such programs. Don't need money to set up these types of programs. If program is good enough have no trouble attracting speakers for free.

How can the lessons be applied to your Community/Industry? Make the project learning based, use of locals speakers to boost community spirit.

What were the main points you will remember about this site? Highly motative, passion. "the 5 whys"

**LEADERSHIP**

What lessons in leadership did we observe? The best leaders for the youth are the Youth.

Was there any signs of leadership development? You came from practical implementation - (mentors - leadership starts with the leader). Value Adding: Community starting to get back what some. Communication Development: Communication between generation, public speaking good general life skills.

What recommendations and to who could we present as a lesson from this visit?

Community: Everyone is a role model for younger than themselves or less confident. Industry: Get involved in support of such programs eg: mentors, sponsors, speakers. State: Don't overspend on progress that doesn't work. Demonstrate that there are some really good models out there.

Most closely resembles: WA Rural Leadership Program.

Do you think this visit was worthwhile and other tour participants should visit it? Yes.

Bendigo. Jan Hamilton, Val Wilkinson. Tall Poppies Program. Bendigo. Val is a 'smiles developer' (ex teacher) Tall Poppies is her concept. She runs a 'Smiles Development Company.' Offers an example of how we all need to change our opinions and judge less. Year Seven camp - the 80 children attending were asked to carry out some value voting. They were asked to choose from two
alternatives: Do you want to be a mountain or a valley? / sun or the moon? The choices were simple. Then they were asked if they were at a really cool party with older students and were asked to do drugs would you stay or leave the party? 79 school students said they would leave. One boy said he would stay and drew criticism from other students, teachers alike. what asked why he would stay the boy said “I know I wouldn’t use drugs and by staying maybe I’ll get some of the other students not to as well!” The Tall Poppies program is like the young boy, it’s not about awards, it’s about leading by example and leading others in the community. The Tall Poppies (15-25 year olds) are ‘mentor-ed’ by other people in the community (usually community leaders.) There is also a new program starting especially for women called ‘Dream it, Do it.’ for women over 25 years of age. Val says stick with your belief system. The program Tall Poppies is about leading yourself, learning and then leading others. Her recommendation is:

Never lose sight of the big picture.

People will try to strip you down, there will be those who can’t see the big picture. Your goal (big picture) may be the happiness and well being of others) Must be sensitive to change. Ghandi says:

Be the change you want to see in the world.

There is also a new Mallee Leaders Program. Tall Poppies recruits via word of mouth, it’s self funded through sponsorship and grants. Presenters do what they do for nothing. The program included public speaking training, speech writing and how to change body language to be more positive. The program puts the ‘Tall Poppies’ in groups. There is a lot of planning (turning dreams into reality.) It also helps participant with fund raising and how to appreciate people (to thank them properly.) It gives the participants skills training for life. The mentors are one to one. On the application forms participants must answer these questions:

How will you make a difference?
Who is a leader you admire?
What is a practical goal of yours?

The program has a community rather than an individual focus (peer community.) Val also gave an example that she is dealing with regarding a climbing/abseiling trip with some tour leaders breaking the agreed rules and drinking alcohol at night. If you can’t give up something and test your courage how can you ask your children to do so? Val cites the examples of many young people on drugs, taking alcohol, high rates of date rape. She says one third of girls and one fifth of guys have experienced sexual abuse by the age of 19 in Australia. She says if we need drugs and/or alcohol to
socialise then we can't be very good at it! Being a grown-up is the only way you're going to see what you've done, or what you've given up. Val offers a quote from Bob Brown:

People can only give you what's in them at the time that you ask them.

Val used to work as a Public Relations officer during the Franklin/Gordon River damming dispute in Tasmania. She says if you challenge others you will lose friends. You must love yourself though to continue. She values herself. She says be as responsible as you can for yourself - that's adulthood. So that no one else has to look after you. Some people are leaders outside the guidelines or rules. Must channel the 'gorgeous rebellious spirit' within those people. There is a situation where you have a peer group or social group that can be in conflict with the strength of the individual character. You always have life choices and self responsibility. We often ask of others what we cannot achieve ourselves. The Tall Poppies program is incorporated and is now an example for others. Robert Bligh wrote 'I and John' and 'Sibling Society'. "A nation of adolescence raising adolescence. Ask yourself the five whys. According to Ancient Eastern belief the answer to the fifth why will be the truth.

Jan says the Tall Poppies program has won the State Premiers Award for the best community project in Victoria. It's not about career success, it's about what's within. Trust yourself, withstand your peers, change negatives into positives. "If not you- who? if not now -when?" There are 10-20 people in each intake. The group deals with what makes a person a leader, taking away the myths about the board member etc, and the group participates in a series of workshops. Tall Poppies= $20,000/ 1st year. Don't focus on the money and the funding will come. Empower local, get them to do something voluntarily. Donate time or small gifts - it makes people feel good. Use time management and have self esteem. Justine (cafe chef) is one of the Tall Poppies graduates - she says she know has leadership from within. It was a great personal experience and has helped her get over the barrier of asking and has meant she is now giving back to the community.
Brown Brothers Winery

Overview of project/site: Visited Brown Brothers Winery. It is the world's largest winery in terms of grape varieties grown (45) and 14th largest in terms of grapes crushed. Largest tourism winery visited in Australia (120,000) and established in 1857.

Key elements of success: Passion & family business/owner control. History, Marketing – same label throughout production – long Term planning (i.e. using grafted vines to avoid disease) – Research centre (i.e. kindergarten winery) R&D Presentation.

How does what we have seen/learnt relate to rural WA? Wine and food concept together. Winery management and marketing.

How can the lessons be applied to your Community/industry? Take risks, but maintain key elements. Mrs Brown commitment; Rely on other vineyards to supply grapes. Turn failure into success.

What were the main points you will remember about this site? Ned Kelly country. Presentation, Extensive wine tasting, Brown Brothers, History (barn)

LEADERSHIP

What lessons in leadership did we observe? Passion, Ability to export new wine products to other countries. Good family succession plan.

Was there any signs of leadership development? Technical exchanges with other countries, workers. Research and development section.

Value Adding: Epicurian Centre; Rotten grapes to wine.


Is there any place in Rural WA that is better or compares to this place? Swan Valley, Margaret River.

Most closely resembles: Swan Valley, Margaret River.

Do you think this visit was worthwhile and other tour participants should visit it? Yes.
Wangaratta Woollen Mills

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Overview of project/site: Worster woollen yarn spinners for machine knitting and hand knitting. Blending of woollen tops with synthetic fibres.

Key elements of success: Community and Employee based business. Produced what the market wants. Environmentally friendly, large emphasis on quality control.

How does what we have seen/learnt relate to rural WA? Needs to be greater communication between producers and manufacturing. There is a market for broader wools.

How can the lessons be applied to your Community/industry? The loss of communication down the distribution chain.

What were the main points you will remember about this site? The degree of mechanisation and high cost of value adding. The lack of communication. How the spinners value longer staple wool.

LEADERSHIP

What lessons in leadership did we observe? Management are sourced from the workforce, employee recognition.

Was there any signs of leadership development? The development of employees into leadership position rather than out sourcing them.

Value Adding: Recycling waste.

What recommendations and to who could we present as a lesson from this visit?

Community: Organisations such as WoolPro, Wool mark lack communication.

Industry: Wool Brokers, marketing bodies and merino breeders. Eg: spinners require longer staple wool.

Do you think this visit was worthwhile and other tour participants should visit it? Yes

Wangaratta Woollen Mills, Australian Country Spinners Pty Ltd. David Alexander, Malcolm Anderson (final end), Michael Hurley (early stage) and John West (dye house - quality etc). An Australian owned company established in 1920's worsted spinner, fleece wool from tops. 2 main divisions - hand knitting (home craft) and industrial (machinery knitting and weaving for socks etc.) Company has a diverse range on the industrial side with pure wool and wool/nylon blends. Hand knitting the wool is often blended with synthetic yarns. It's the largest wool spinner in Australia, but there's been lots of rationalisation in the industry. Acquired two other companies but will need to spend lots of money to develop a modern plant. Imports have created competitive pressures. Micron range in the hand knitting it is coarser - 29 micron. Industrial = 22 micron. Knit not woven - suited, much finer
micron and yarn count needed, (done in Asia and India.) Do export to Korea, Japan and New Zealand with a super-wash and treated wool. Can produce wool dyed or undyed. Once in the top form and spun white it can be dyed at a later stage. Colour match and other quality issues are important. Wool sourced from a topmaker in the Wagga/Riverina district, through Michels of Adelaide. Process at the plant starts as a semi-processed stage. Sliver form, soft rope, tope = 10kgs. Dye and spin wool into white yarn and can sell as white yarn. There are different options in terms of colouring. Stuart Adams and Max Heitman have their IzWool processed here. There is a 5% tariff on yarns coming in from now until 2005. Customers for the product are the apparel and manufacturing market. The company processes wool, nylon, acrylic (cotton fibre too short to spin on their machinery.) Machinery is suitable for lone staple worsted spinning. With the rising oil price synthetic business has been in an upward spiral for a while. Use a range of measurement parameters - laser scan, CVD %, length, CVH, short fibre number, moisture, oil content, physical size of ball, burr, pigment, kemp, VM, contamination with polypropylene another big issue. Messages to farmers - contamination a continuous problem, despite new packs coming in. Pack not so much a problem as bailing twine. The mill favours longer wool staples even though the market says not to and in fact discounts for long staples...mill says nothing is too long! Mill gets better yields and better products with less pulling and better wear in the final product. Need to iron out the misconceptions in the wool pipeline. Pipeline = topmaker - scour - carding - comb - top - spinners. *Note made afterwards by Naomi: the woollen mill is not really linked directly to the growers. It produces what it’s market wants.

Old Rennylea Angus
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Overview of project/site: 6th largest Angus breeder in Australia. 410 registered cows, 150 contract breeds. 4500 sheep (11 ewes) 2200ac. 150 Bulls sold. Lucinda was active member of MLA and other organisations involving beef.
Key elements of success: Specialisation of the business of breeding cattle and making the most out of paying enterprises. Sourcing outside information and consulting, reducing costs of lower paying enterprises.
How does what we have seen/learnt relate to rural WA? Specialisation of the enterprising. Utilising professional consultants.

eNRGy tour 2000 Report
How can the lessons be applied to your Community/industry? Use consultants and consider specialisation. Remain business minded in a whole approach.

What were the main points you will remember about this site? Lucinda was involved in many committees and a very inspirational person. A very business minded approach and customer relations/commitment.

LEADERSHIP

What lessons in leadership did we observe? Female leadership in a male dominant industry. Equal partners in the running of the business.

Was there any signs of leadership development? Succession plan/business plan. Lucinda her daughter has a good knowledge of the cattle. The rural leadership training. I hope that all kids come back to the farm.

Value Adding: Quality stock and importation of genetics. VA their own intellect. Communication Development: The web site and networking, graphic design

What recommendations and to who could we present as a lesson from this visit?

Community: Get involved in your groups.

Industry: Don't criticise from outside but get involved in your industry deeper.

Is there any place in Rural WA that is better or compares to this place? Stud Breeders and individual businesses.

Do you think this visit was worthwhile and other tour participants should visit it? yes

Bowna: Brian and Lucinda Corrigan. Renny Lea Angus Stud. Within the Hume Shire. 1998 Australian Rural Leadership Program. Been to W.A. Geraldton and Esperance. Lucinda used to be the executive officer of the Cashmere Association of Australia - Kinross Cashmere. Studied Ag. Science at Sydney University. Married in 1986. Joined the Beef Improvement Association in 1996. Also involved in Meat Livestock Australia the country's peak red meat industry body. Receive 85% of their income from cattle. Corrigans have been there for 138 years. Also run sheep but are considering getting rid of the merinos. Brian took over the farming operations and has been running things since he was 25 (about ten years) Brian and his brother were farming together but after Brian and Lucinda married they broke up the property harmoniously. Business on their own completely from 1993. Have 400 Ha. In the 1980's wool was good. Now they have 410 cows over four blocks of country and run contract breeding herds, 4,500 sheep (20 micron). They are now the 6th largest Angus seed stock suppliers in Australia. Angus Society members - paying $10,000/yr in membership fees! Follow herd book record genetics.

"Intensification 'vs' diversification"

Lucinda says success comes by having information. Some people say diversify but this couple have specialised. She says solve your customers problems is the way to run a good business. SGS -
Sustainable Grazing Systems - John Fry, Donnybrook WA - Beef Improvement Association. Lucinda is on the selection committee of the MLA for Research and Development projects. She's also involved in the Cooperative Research Centre for Meat Quality as Trangie. Brian and Lucinda work together intensively, running ideas past each other. They have a mission statement and benchmark themselves against the district analysis of Holmes and Sacket farm management consultancy group. Examine their business performance year to year and conduct a Business Performance Analysis - looking at scale, labour, efficiency, fixed costs, net farm profit/hectare before interest. Need to look at how to expand the business without getting more land and how to increase profit without increasing debt! How they currently make a profit - pay tax, lease everything to cut costs and pay off debt immediately. There's a 20% profit for the business, they know their cost of production and say all farmers should know the cost of production 4/kg. It helps to make decisions and to set the benchmark to improve from. In production their soils, fences and other infrastructure are their assets (building costs etc) should all be brought into the big picture. If you're making a profit at running down your asset base then you're on a short term survival plan. have to grow the business and keep reinvesting - think long term. Also a high profit is not necessarily good either.

The Corrigans market bulls which are a by-product of a good cow herd. Looking at the maternal line and trying to make it strong. 18 DSE, if something's not performing on farm, get rid of it. Have Quality Assured the cattle - Angus Beef herd and offer customers a guarantee - will pay for empty cows and the replacement of the bull. This removes client risk, loss of profit guarantee. This is a great way of making strong relationships with customers. Genetics are not the saviour of the business just semen jockeys! There are lots of fads in the semen industry - marbling etc, lurch from single trait to single trait - not good. need to get the herd plan right and in balance. Need to be commercially focused - profit is driven per Ha not per head. It's much better to be involved in your industry than not be involved. If you sit at the sidelines and fire arrows, you lose credibility! If you have any profit in the next 20 years, stick it in shares!

**Fairview Farm**

**HOST/HOSTESS:** Phil Locke  
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**PHONE:** .................................................. FAX:  
**E-MAIL:**
Overview of project/site: 3000 acres intensive livestock and lucern/plerapis pastures. 12,500 merino 1000 acres cropping canola, wheat, triticale. 14-15 DSE Triple F ram breeding program separate from his own sheep. 12 farmers Triple F group

Key elements of success: History of innovation eg: first in area to use super phosphate and phalaris. Generations of tertiary education membership to groups use of consult benchmarking. Love their work.

How does what we have seen/learnt relate to rural WA? Perhaps more intensification instead of diversification, high inputs for high production, objective measurement.

How can the lessons be applied to your Community/industry? Diversification may not always be the key, intensification can possibly be just as profitable, keep things simple, trial studies.

What were the main points you will remember about this site? Stocking rate, Succession planning, do one thing well, farm improvements always made very well.

LEADERSHIP
What lessons in leadership did we observe? Industry leadership shown by intensifying production but issues within family business.

Was there any signs of leadership development? Clearly he is a leader in development but obviously frustrated with tight control of owner.

Value Adding: Agisting cattle, contract Al.

Communication Development: Keen member of community farm groups, Willing to use consultants, he was a good communicator and obviously loves his work.

What recommendations and to who could we present as a lesson from this visit?

Community: Farming families with multiple generations. Anyone facing cost price squeeze.

Industry: Farm Improvement Groups

Is there any place in Rural WA that is better or compares to this place? Many farming businesses

Most closely resembles: Heavy wool country eg: Kojonup, Darkan

Do you think this visit was worthwhile and other tour participants should visit it? Yes

Fairview. Holbrook. Don Vickery. Don was away so Phil Locke Don's nephew gave us a guided tour of the property. It's a model farm for students from Hawkesbury, Glenormiston, Armidale and Orange agricultural colleges. 3,000 acres, 12,500 merinos, 5,500 ewes. Two flocks - ram and ewe. Mixed farm of medium wool and 1000 acres of crop. 14-15 DSE/ha. District average is 7-8. Can see it getting to 20! Bilabong Creek runs through the farm - the longest creek in Australia. They farm has a group breeding scheme - rams, grows canola, wheat, triticale and some lupins. 2.5 men employed on 3,000 acres. Rainfall = 26 inches with a winter dominance. Rain increase as you go up the Snowy Mountains. Want an autumn break about now. 1927 his grandfather and best friend bought the land (both having served in WWI in France and Egypt.) They were pioneers - first to use superphosphate/phalaris sown pasture to renovate. 1954 Don Vickery began farming - very
motivated and innovative as well. Fence on the contours, autumn shearing, performance testing - weight fleece, mid sided index, physical attributes (body measurements). In 1982 sold out of cattle and took on a group breeding scheme. 1975 Triple F group - Fibre Diameter, Fleece Weight, Fecundity - fertility. 21 micron flock.

Started because he was dissatisfied with stud merino rams - judged on visual appearance only. Wanted to judge on performance. Introduce sires - source genetics to infuse sheep. Merino benchmarking, central testing Merino Superior Sires, and Merino Tech. In 1988 the property was doing well but there have been 12 years of hard times. Have cross bred rams (Dorsets/Texel cross) Sell to the fat lamb market, been selling to the cross-bred lamb market for five years. Get 65mm length at shearing (spinning wool) Also grow more wethers now. Follow an AI program, takes a long time to change the micron of you flock (6 years to have any impact) genetic changes are very slow. There are faster ways to lower your micron - sell off old stock and buy in new young stock.) can run more sheep on high input pastures, increase your fertiliser application. Cropping has increased to 1000 acres, the property is right on the edge of the wheatbelt. Have a really wet July and August usually, much of the country gets watered out. Sell triticale to the dairy industry. Fairview owns all it's own harvesting and sowing gear. Wheat 3.5-4/Ha, canola 3.1 but with sclerontinia disease 2.2-2.5/Ha, triticale 3/Ha. Phil wants the eNRGy group to advise him what some other alternatives might be? Suggested olives, grapes, aquaculture. Does take adjustment cattle (low risk) - cattle grass tetany due to low magnesium. Cattle also pug up and ruin pastures - bigger cost. Phil's expertise - he could take on calving. Phil 18 year old jackeroo. Don Vickery now in his 70's - doesn't look to anyone else, has a lot of experience but because people alway looked up to him, he didn't loo elsewhere to stay innovative. Phil says:

Those that fail to plan, plan to fail.

Phil: not an innovator but says if you can see/meet/ get to know a successful farmer - gain experience from him/her. he says you've always got to be positive and adopt change. Need to have computers for record keeping and you should always subscribe to good information. Use consultants and join as many farm groups as possible. Follow budgets and when you have an idea hook in to them - develop them. Holmes and Sackett consultants say successful farmers are:

influenced by the same type of person you are,
production driven,
always aware of their costs of production,
exceptionally well informed,
well read,
able to develop networks,
able to run a simple management system - do a few things very well,
able to set goals,
computer literate,
able to take risks but manage those risks,
able to enjoy what they do!

If you do not enjoy your work, it's very hard to do it well. Phil is also into landcare. In the local district 80% of farmers are members. Some landcare issues include: gully erosion, riverbank erosion and soil acidity. Christmas beetles and sapsuckers (lurps) are defoliating the trees and turning the leaves white! There is a strong movement to try and manage the problems. Group is also carrying out bore monitoring. Salt is rising 28cm/yr. Do have the dryland salinity problem experienced in many other agricultural areas of Australia. Have soil acidity too. They are seeing salt scalds and tree deaths - lot of re-treeing going on. Are using lucerne and phalaris - Australian and therefore more persistent. Have piezometers monitoring the water table. The region has smaller acreages and higher land values than many other areas - $2000/acre. High production and intense agricultural practices. The potential is there to increase productivity - not through expansion but from intensification. Want to get wool micron from 21 down to 18. have 9 silos of triticale - sell off what's not needed. If they don't need it they sell more in autumn to local dairy farmers. Have 1 dam per paddock - not a big fan of trough systems. Clay sub soils with a shallow topsols of 4 feet. Not much A1 class soils. They are in the middle of planting an understorey on parts of the farm too to bring back little birds - natural wattle. Need to control the Capeweed etc - use Round-up, Glean, Logran, Trifluran. Wild turnip and radish are big problems. Take-all root disease and barley grass and rye grass problems too. Spring topping is done and 2 year preparation. Wheat: chasing AH1. Combat chemical resistance through rotation. Delayed grazing - rain then spell pasture for 2/3 weeks. We're in the heart of Rugby Country! Feed the rams lupins in 6 weeks prior to joining. Also involved in a fox baiting program. Lucerne $110-120/acre. Make lucerne hay (not profitable) occasionally silage. Land value $1,200-1,400/acre. Hobby farms are moving closer to Albury.

Potential for farm stays and farm tourism: shearing shed, kangaroos - close to Sydney, Canberra. Holbrook. Can attract people travelling West to Ayres Rock. Also into constant conservation. Has ideas for raised bed farmers to grow herbs, vegetables and canola. Agroforestry - silky gums, blue gums, spotted gums, blackwood wattles, pine trees. But there are no major contracts with timber companies available yet. Would also like to try free range poultry - gaze them on lucerne. Carbon credits an issue - could one day be paid to put trees and pastures in. Aquaculture has a big future in the area - with good quality water available but it's a big capital venture. Need dam permits, water permits, huge water issues in NSW. Yabbies - not a lot of them because of ducks. Some dames are
spring fed. Also potential for horticulture with two big dams, viticulture - maybe a contract with South Corp. to grow cool white wines and champagne style wine.

**Leeton SunRice Visitors Centre/ Commercial Rice Farmer**

**HOST/HOSTESS:** Rob Houghton, Gabrielle Brunt  
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**Overview of project/site:** 700 million rice growers co-operative which control primary production/manufacturing and sale/marketing. Area sown rice 150,000 ha which is a control environment.

**Key elements of success:** Efficient single desk seller, grower owned manufacturing of 100% of crop, large range of products, profiting from waste products. High quality product e.g. chemical free status/grower input. High degree of value adding.

**How does what we have seen/learnt relate to rural WA?** How single desk/co-op can be highly successful. WA farmers should look to being involved in the manufacturing of there primary products. Intense value adding of waste products in manufacturing stage of production, economic of scale.

**What were the main points you will remember about this site?** Visitors centre to aid better relationship between producers and consumers. Rob Houghton outlook and views on agriculture. Viewing of rice being harvested.

**LEADERSHIP**

**What lessons in leadership did we observe?** The need for grower to be involved in decision at all levels.

**Value Adding:** Maximising profit by value adding rice and all by products.

**Communication Development:** Visitors information centre to aid better understanding of the manufacturing for the consumer. Successful advertising campaign. E.g Rice add.

**What recommendations and to who could we present as a lesson from this visit?**

**Industry:** A good example of successful Primary Producers co operative, of farm think beyond the farm gate.

**Is there any place in Rural WA that is better or compares to this place?** Potato Board

Most closely resembles:
Do you think this visit was worthwhile and other tour participants should visit it? Yes

Rice: Leeton, NSW. Gabrielle Brunt, Deputy Director of the Rice growers Cooperative. For rice growers (like WAFF) it's a farm lobby group. Face water issues and are currently harvesting. The Leeton/Deniliquin/Griffith region - $700 million industry. It’s a quarantine area - disease free, pest free, chemical free storage. Tried growing rice in WA's Kununurra area but it got eaten out by Magpie Geese! The industry is 85% export driven, exporting to 40 countries. The paddocks are prepared with laser levelling, sow with a disc drill or by aeroplane. Yanco Agricultural Institute does research. In Autumn they finish watering and wait for the rice crops final maturing. 100,000 Ha. 11.5/Ha - 1.2 milllion tonnes/yr. Rice hulls and rice bran are by-products - Co-op has a by-product company called 'Biocon.' Turn the by-product into ashes, animal litter and horticultural products. 250 products use rice. Medium grain - Japonica, Long grain - Inica. Average farm is 300Ha. growers water the rice for 5 months and drain the water 5-6 weeks before harvest. The industry has a mouse problem. It's also the only rice industry in the world where there are no government subsidies. Heavy rain will push heads down and cause problems for harvest. Has 21-24% moisture at the moment, needs to be 14.55. Rainfall = 12-14 inches - 300mm. Water rights are an issue - need 1.2-1.4mt to produce rice. Can forward sell rice - grow to order/contract. can even make a 'safe-t-post (roadside post) out of rice - lighter material than wood. Should always wash rice before cooking and soak it if you want it sticky (Japanese style). In Japan rice if treated as if it has its own culture - very special. The Rice cooperative processing produced greenhouse gases - aiming to reduce the gas production in the processing. Walter policy - SA, Vic and NSW get the same amount of water each year. 75% Murrumbidgee, 5-18% Murray Valley. Season has been very cold, almost too cold for the rice to grow well. 9t/Ha average yield. Total this year 1.5 million t/Ha this year. Have markets for 1.1 million tonnes each year. Carry over 250,000t. Lake Alexandria - lose water to evaporation - need to change the way water is managed - if so wouldn't have a problem! Rob- farmer of rice for 10 years. Traditionally rice, wheat, pasture and lamb production. In partnership with his brother. Has 550 acres, laser levelled. Sold out of stock. Has a 60Ha environmental allowance (?) and a cap on rising water. Old rotation was: rice, wheat to use up moisture and clover pasture. Now - winter cropping program, with rice and soybeans in the summer crop rotation. Gets two crops from paddocks a year, has 6 foot beds (raised) for cereal, canola, legumes - winter row crops. Water allocations is his most limiting resource. Pre-irrigating winter crops from tail water irrigation (recirculation of water) Ten years ago he had no whole farm plan and not a lot of laser levelling done. Water pipes are expensive but are worth it. Rice uses 10-11 megs/ha or 18-19 depending on soil. Usually soil is a grey soft mulching clay or lighter red soil type. Soybean use 9-10 megs/ha. Good $ return on rice. Return, light rice stubbles to the soil (with a rotary hoe) or heavier stubbles are burnt. Can have a paddock under three years of rice but do get weed problems. Rice - Kayma = $70 premium - $270/t, yielding 8.5t/ha.
This year he says it's a bad year for rice. Have contour banks in place for the whole rice rotation. Teal ducks are considered an industry wide pest. Need to spray grass with herbicides to control them. Moisture is an issue - can't get on to the paddocks, gets dewy in the morning - sometimes too wet to art until 9-10am. Need to have aerated storage facilities. The Rice Growers single desk market is the key to success. Co-op - Rice Growers Co-op Limited - sell rice to it, then received, processed, packaged and marketed. Rice Marketing Board looks after sheds, silos, delivery, maintenance. Equity out of payments. As far as environmental issues - say there is biodiversity within the rice growing system. Environmental groups in the past have opposed the industry - Co-op says that's not the case now. The industry works with nature conservation groups and landcare groups.

**Riverina Wine Industry**

**HOST/HOSTESS:** Mike Stone, Rob Bularto

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**Overview of project/site:** Grape growing, production, processing and marketing in the Riverina visiting Rob Bularto and Darren De Bortoli

**Key elements of success:** Family owned and run companies (tradition) Be Bortoli - massive production scale, Co operative marketing and research. Moving to drip irrigation - moving towards sustainability.

**How does what we have seen/learnt relate to rural WA?** De Bortoli is huge compared to WA (they crush 45,000 t) WA grows 30,000t total. One is more about bulk production (quantity) where as WA is more a boutique industry at the moment. WA can learn from economies of scale.

**How can the lessons be applied to your Community/industry?** On such a large scale can afford to plan 5 – 10 years ahead. Technology plays a key role in viticulture – water pumps, storing information.

**What were the main points you will remember about this site?** Some big occupational health and safety issues in DeBortoli. Riverina had a reputation as a bulk cask reputation changing now. The massive size of operation and centralisation of product. Bulartos very impressive irrigation technology. The (Wine grape marketing Board) was not afraid of legislative changes.

**LEADERSHIP**

What lessons in leadership did we observe? Marketing Board showed signs of getting all growers together.
Value Adding: DeBortoli wines were across all wine markets approximately 300 + labels. Bularto—contract harvesting

Communication Development: DeBortoli upgrades computer system every 2-3 years to keep abreast of change. Marketing Board was a central intelligence gathering point—statistics—newsletter.

What recommendations and to who could we present as a lesson from this visit? ..................

Industry: WA's wine industry, economies of scale, range of labels. It's difficult to compete with these Eastern States companies large size so may recommend to head into niche marketing and boutique even further than already exists.

State:
Is there any place in Rural WA that is better or compares to this place? WA's quality assurance/control appears much better. Economy of scale compares to WA's grain not wine.

Most closely resembles: Swan Valley

Do you think this visit was worthwhile and other tour participants should visit it? Yes

DeBortoli Wines started in 1928. Darren DeBortoli. Now 200 employees. Large scale operation, 46,000t. Produce a broad range of products to service all aspects of the market. Best know for sweet wines. Trained at Roseworthy. Has a sales dept, IT dept, promotion dept. Use technology developed by the mining industry. 1,700t/grape/day—record. Like to do 1,000t/day. Set up like a brewery! 1 of 3 distilleries of spirit in Australia. 40lt/alcohol/t. Use American and French oak barrels. The barrels from Bordeaux in France cost $1000 each! US barrels—$200-260 each hold 225 litres. Barrels can be fired when made—adds flavour to wine. Can get heavily toasted barrels or smoky barrels—for wines such as burgundy. The barrels are sold after four years of use and turned into flower pots! French barrel industry is tightly controlled with forests set aside 150-200 years ago by French Kings. Oak trees were planted then for ship building, now forests are controlled by the government—used only for top end furniture and wine marking. Says often being on the leading edge is more like being on the bleeding edge (costs a lot to do it) There are a lot of Italian, islander, Sikues and Irish migrant families in the region—high growth area, big cultural mix.

Cotton Australia

HOST/HOSTESS: Dan Galligan
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Overview of project/site: Corporately owned broad scale cotton farm, 5300ha of cotton plus, cattle, dry land wheat. Operating in the Hillston area, water comes from Lachlan River.

Key elements of success: Economies of scale, large capital investment base, BP cotton, strategically planned into the future, Professional consulting, highly skilled staff, modern ideas and machinery.

How does what we have seen/learnt relate to rural WA? This relates to rural WA because it is large scale and intensive which is something that West Australian large scale operations should strive for. To do this though, Professional attitude and consultancy is required.

How can the lessons be applied to your Community/Industry? The question needs to be asked, is corporatism farming bad for Australia? In the long run I think it could be, but this is my personal view.

What were the main points you will remember about this site? Striving for greater efficiency of water, land and resources (capital).

LEADERSHIP

What lessons in leadership did we observe? Different types of irrigation being used, they are definitely in the front with new irrigation techniques.

Was there any signs of leadership development? Yes, 4 agronomists being groomed into managerial roles.

Value Adding:

Communication Development: With in the work force on the farm yes definitely. Between Agronomists and workers, managers and owner, right down the chain.

What recommendations and to who could we present as a lesson from this visit? Community: That more intensive crop management and striving for better use of all of the assets available to you is better in the longer term as long as proper business planning is a focus.

Industry:

State: The question must be asked what effect does corporate farming have on community and how can we address the problems caused?

Is there any place in Rural WA that is better or compares to this place? Ord River. Large corporate farms owned buy outside investors.

Most closely resembles: Ord River

Do you think this visit was worthwhile and other tour participants should visit it? Yes. Cotton. Hillston. Dan Galligan. Cotton Australia. Grower Services Manager. Covers Bourke, Dubbo, Hillston and a growing area at Condobolin as well. Lachlan Farms visit. 23 staff at Cotton Australia, 8 field staff. Cotton is still seen as relatively new. 1962 1st cotton planted in the Namoi Valley (NSW) and the Lockyer Valley (Qld) At Hillston there are 12 growers. It's a newer area. Need to have valleys for irrigation of cotton. There are 545,000Ha in the whole industry and 1,500 growers. 85% of growers have less than 2,500 acres of cotton. A lot has been said about Cotton Australia being a propaganda
machine for the industry. People have criticised the industry for not being in touch with the communities where it's farmed. There is one industry body representing growers. A lot of the farms at Hillston are corporate. The farms rotate wheat, pulse, grazing and cotton. Had to go in a foot bath - to protect industry against fusarium wilt. 10% bleach in water. The industry has had a hard 3-5 year stretch. Have been spray drift problems (endosulphan).

Dan comes from Warren region in Qld. Majority of cotton is flood irrigated but there is a move to drip irrigation - and central pivot irrigation. Flood system is siphon operated. To change over there is a massive infrastructure cost. Lachlan Farms - owned by a corporate group. Aeroplane set up on farm and also ground rigs. Main channel supply is 1.5 metres (considered massive) 34 employees total. Ben Fleay - on farm agronomist, Dale - manager of Lachlan Farms - 3 properties 5,300HA. 140 shareholders. Property will be 6,400 next year under cotton. Laser levelled fields, no water leaves the farm- built as environmentally friendly as possible. Have a soft attitude on insects. Use 100% field capacity. EPA has given them a big tick for their design (UK design). Have BT cotton but can only grow 30% of crop as BT (one gene input). Industry is trying to develop a two gene cotton variety. Have cattle, grapes, cotton mix. get along well with neighbours. Have installed a weather station on the property. It's a public company so public image is very important. Rainfall = 12 inches but this year 29 inches fell! Dale's been there 7 years. Have both overhead irrigation and drip irrigation - first in Australia to trial it - 35mm tape. Should reduce pressure and save $3 on fuel. Trying different methods to be water aware. Board of directors is trying to push the company into grapes. End of the cotton season now - most bushes have been defoliated (spray them to drop leaves and open boles.) Need organic matter as they have moved a lot of dirt in the laser levelling. Before sowing they use treflan. Planting is all based on soil temperature. Flowering occurs at Christmas time. The farm has four agronomists, new development and new paddocks means there's no farm history to work with. They plant 2 year of cotton and then grow wheat and triticale (2/1 rotation) Cereals help provide organic matter (mulched in with a disc). Sloped water on/off every 8-10 hours. Heliothis moth pupate in the soil. Use $380-400/Ha of chemical (soft approach on insects) As to GMO - cotton - don't eat the product but cotton seed is used in cotton oil production, low cholesterol and high quality oil - machine oil use. Yield bales 8.4/Ha. Coldest season in 100 years. Sold in pounds in the US. Called expressing when the moth starts eating cotton. Produce high quality lint low down on the plant. If they didn't have water there would be no farming there. The farm has a permanent bed system of pipes (introduced from the US) used for water, fertiliser and maybe eventually herbicides. The new piping (in trial) costs $5,000/Ha to lay 20 cents a metre. Have 100Ha now using the pip

- worth half a million dollars. Hopefully will bring 40% saving and will be permanent for ten years. Pipe need to be coated to stop pests from eating it (mice love it and so do insects) The pipes are also remote controlled from the office. Dale believes in working with 'best management practices' ISO
2000 audit done on the farm. It's a young, highly motivated industry with the average age of the farmers in it = 35 years. There is a high uptake of technology with only a quarter of the field staff working in it aged over 30. Cotton Australia is a lobby group based in Sydney and regionally. It holds field days, bus tours, education sessions, information days for farmers. Growers pay a voluntary contribution (90-95% pay the levy too) Usually it's around $1.75/bale. Cotton Australia helps manage the environmental impact. Cotton process = pick cotton, module builders, bales - 240kg bales (for export). Export just over 90% of what's grown. All cotton grown here is ginned here. In 196/97 industry produced 3 million bales - it tripled it's production in that year. 240kg bale = value - $420/bale. 1075 bales in a module. In 1996/97 a bale was worth $620. Growers say you need $475/bale these days to break even. In 1991 an environmental audit of the industry was done - management if natural resources needs to change in order for the land to be sustainable. Cotton Research and Development Corporation is conducting environmental risk assessments all the time. Cotton industry is worth $1.6 billion/yr. Phillip Russell Managing Director of Cotton Australia - ex AMLC.
APPENDIX
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MONDAY 27 MARCH 2000

09:30 Tour group to meet at Qantas Domestic Airport
Complete tour briefing

11:35 Depart Perth Domestic Airport
Qantas Flight QF 808

15:50 Arrive Adelaide Domestic Airport
Met by Coach Driver
Greyhound Charter Coaches

Tour throughout Adelaide

17:00 Arrive at Accommodation

18:00 Group Meeting

Accommodation
Tiffin's on the Park
176 Greenhill Road
PARKSIDE SA 5065
Phone: 08 8271 0444
Fax: 08 8272 8675

TUESDAY 28 MARCH 2000

07:30 Depart Hotel
Travel to Roseworthy College
(approximately 1 hr from Adelaide City)

08:30 Arrive at Roseworthy College
Meet with Andrew Pointon
Chief Scientist of Primary Industry
Integrated Livestock Management Initiative

Phone: 08 8303 7666
Fax: 08 8303 7663
www.roseworthy.adelaide.edu.au
10:00  Depart Roseworthy College
11:00  Arrive Adelaide Domestic Airport

GROUP A
(Claire, David, Marcelle, Eden, Aaron, Jo, Grant, Naomi, Michael, Kellie, Rick)

12:00  Depart Adelaide Airlines of SA
RT504
13:00  Arrive Pt Lincoln
Met by Tunarama Coachlines
Contact Barry  (08) 8682 4060

13:30  Arrive Primary Industries and Resources SA
Eyre Region Headquarters
1st Floor, Civic Centre
Tasman Terrace
PORT LINCOLN SA 5606
Meet with Jim Cawthorne
Chief Executive Officer
Phone: 08 8688 3423
Fax: 08 8688 3427

14:45  Depart PIRSA and walk to Eyre Regional Development Board
15:00  Arrive Eyre Regional Development Board
Meet with Simon Gunn
89 Liverpool St
PORT LINCOLN SA 5606
Phone: 08 8682 6588
Fax: 08 8682 5081

16:00  Depart and travel via bus to Port Lincoln Airport
16:20  Arrive Port Lincoln Airport and pick up individuals in GROUP B

GROUP B
(Karen, Sharon, Neil, Clint, Daniel, Shendelle, Mark, Tom, Peta, John)

11:00  Arrive Adelaide Domestic Airport
Drop off individuals in Group A
11:20  Depart Airport and travel to City
Free Time
14:15  Meet back at designated meeting place
Board bus to travel to Adelaide Domestic Airport

Arrive Airport, Check In
15:20  Depart Adelaide
       Airlines of SA
       RT 514

16:20  Arrive Pt Lincoln Airport
       Met by charter bus and GROUP A

GROUP A & B travel together to Tumby Bay

17:00  Arrive Ben McNamara's Farm
       SHOALMARRA ENTERPRISES
       TUMBY BAY SA
       Phone / Fax: 08 8688 2700
       Mobile: 0417 810 455

Farm tour conducted by Ben and co workers
Quandong Orchard, processing facilities

19:00 ish  BBQ Dinner with Ben

21:30  Depart Ben McNamara's Farm

22:00  Arrive Port Lincoln Accommodation

Accommodation
       Limani Motel
       50 Lincoln Highway
       PORT LINCOLN SA 5606
       Phone: (08) 8682 2200
       Fax: (08) 8682 6602

WEDNESDAY 29 MARCH 2000

08:00  GROUP A & B
       Meet with representative from Tuna Fishing Industry
       Contact Brian Jefferies
       Executive Director of Australian Tuna Boat Owners Association
       PORT LINCOLN SA 5606
       (08) 8373 2507
       0419 840 299

09:30  GROUP A & B depart

9:45   GROUP A
       Arrive Port Lincoln Airport

10:30  Depart Port Lincoln
       Airlines of SA
       RT 503

11:25  Arrive Adelaide Domestic Airport
       Met by Greyhound Pioneer Coachlines
Free time in Adelaide City

10:00

GROUP B
Travel via Tunarama Coachlines

10:00

Arrive Eyre Regional Development Board
Meet with Simon Gunn
89 Liverpool St
PORT LINCOLN SA 5606

11:15

Depart and walk to PIRSA
Jim Cawthorne
Chief Executive Officer
Tasman Terrace
PORT LINCOLN SA 5606

11:30

Arrive Primary Industries and Resources SA
Eyre Region Headquarters
1st Floor, Civic Centre
Tasman Terrace
PORT LINCOLN SA 5606

Meet with Jim Cawthorne
Chief Executive Officer

13:00

Depart PIRSA
Travel by Tunarama Coachlines

13:15

Arrive Port Lincoln Airport

14:00

Depart Port Lincoln
Airlines of SA
RT 513

14:55

Arrive Adelaide
Met by Greyhound Pioneer Bus
Travel back to hotel

16:30

Group Meeting
Tiffin's on the Park

Accommodation
Tiffin’s on the Park
176 Greenhill Road
PARKSIDE SA 5065
Phone: 08 8271 0444
Fax: 08 8272 8675

THURSDAY 30 MARCH 2000

08:30

Depart Adelaide
Travel to Berri
10:30  Arrive Berri  
Meet with John Goddard  
Riverland Development Corporation  
Berri Hotel  
BERRI SA 5343  
Phone: 08 8582 2155  
Fax: 8582 2513

12:00  Lunch at Berri Hotel  
Supplied by Riverland Development Corporation

12:45  Complete Lunch

13:00  Depart Berri  
Travel to Waikeree

14:00  Arrive Mark McClean's Property  
Farm Tour  
Olive groves, Citrus, Intensive Piggery etc  
Phone: 08 8543 2220  
Fax: 08 8543 2233  
Email: mcleanm@riverland.net.au

17:00  Depart  
Travel to Renmark

18:00  Arrive Renmark Accommodation

Accommodation  
Renmark Country Club Motel  
Sturt Hwy  
RENMARK SA 5431  
Contact: Elbie  
Phone: (08) 8595 1401  
Fax: (08) 8595 1771

FRIDAY 31 MARCH 2000

07:00  Depart Renmark  
Travel to Mildura

9:00  Arrive Mildura  
Meet with Ian Ballantyne  
SunRISE 21 Inc.  
Mallee Family Care  
122 Ninth Street  
MILDURA VIC

PO Box 997  
MILDURA 3502
Phone: 03 5022 1016  
Fax: 03 5021 1457  
Email: sunrise@vic.ozland.net.au

11:30  Depart Mildura  
Travel to Birchip

13:30  Arrive Birchip  
Meet with Tony Eyres  
Birchip Cropping Group  
21 Sherwood Street  
BIRCHIP VIC 3483  
(located immediately behind the local shire council office on the main street)

Evening's entertainment to be provided by Birchip Group.

Accommodation  
Billeting with local farmers and community members  
( Coach Driver - Accommodation Booked at Birchip Motel  
Contact Ray 03 5492 2566)

SATURDAY 1 APRIL 2000

09:00  Depart Birchip

10:30  Arrive Swan Hill

11:00  Meet with Noel Grant  
Loddon Murray 2000+

12:30  Lunch in Swan Hill

13:30  Depart Swan Hill  
Travel to Steven Baker's Aquaculture Enterprise  
Phone: (03) 5037 2255  
Fax: (03) 5037 2588  
0419 805 392

15:30  Depart  
Travel back to Swan Hill

16:00  Meet with Sally Rice and Andrew Sime for local tour of Swan Hill sites

17:30  Arrive Accommodation

19:00  Dinner with Sally Rice, Victorian Young Ambassadors Tour Participant  
Victorian Rural Youth  
Graduates from the Loddon Murray Leadership Course

Accommodation  
Burke and Wills Motor Inn  
370 Campbell St
SUNDAY 2 APRIL 2000

08:15  Depart Swan Hill
       Travel to Kerang

09:00  Arrive Kerang
       Meet with Ken McDougall- tour guide
            0417 374 296

       New developments intensive agriculture
       Dairy
       Pyramid Salt

       Tour throughout area visiting local enterprises etc.

17:00  Arrive Accommodation Bendigo

       Accommodation
       Homestead Motor Inn
       508 High St
       BENDIGO VIC 3550
       Phone: (03) 5447 0826
       Fax: (03) 5447 7455

MONDAY 3 APRIL 2000

09:00  Depart Hotel

09:30  Meet with Dr Maureen Rogers
       Director of Sustainable Rural Development Centre
       La Trobe University
       Phone: 03 5444 7523

10:30  Depart

12:00  Lunch in Bendigo

13:30  Meet with Chris DeAraugo
       Lead On Australia Program
       114 Queen Street
       BENDIGO VIC 3550

17:30  Arrive Accommodation

       Accommodation
       The Carrington
       505 Wyndham St
TUESDAY 4 APRIL 2000

08:00  Depart Shepparton

09:30  Arrive Milawa
Brown Brothers Winery
Guided Wine Tour and Tasting
Viticulture and Marketing Strategies
Phone:

11:00  Depart Milawa
Travel to Wangaratta

11:30  Arrive Wangaratta
Meet with David Alexander
Australian Country Wool Spinners
Phone: 03 9380 3888
Fax: 03 9387 2674

13:00  Depart Wangaratta
Travel to Beechworth
Visit the Famous Beechworth Bakery

17:00  Arrive Accommodation

Accommodation
Matador Motor Inn
617 Young St
ALBURY NSW 2640
Phone: (02) 6021 1877
Fax: (02) 6041 2625

WEDNESDAY 5 APRIL 2000

08:00  Meet With John Sykes
Matador Motor Inn
Brian and Lucinda Corrigan
Bowna
Bulls Enterprise etc

Don Vickery
Holbrook
High production farming

Wagga Research Station
Pines - Fletcher Challenge Mill & Pinetree
Contact John Sykes  
Farm Consultant  
Phone: (02) 6023 1666  
Fax: (02) 6041 1062  
018 691 219

Ann Hart 02 3627 5118

17:30  
Arrive Accommodation

Accommodation  
Prince of Wales Motor Inn  
143 Fitzmaurice Street  
WAGGA WAGGA NSW 2650  
Phone: (02) 6921 1922  
Fax: (02) 6921 7016  
Contact: Bruce Barter

Evening Meal with Farm 200 Group Members

THURSDAY 6 APRIL 2000

07:30  
Depart Wagga  
Travel to Leeton

09:30  
Arrive Leeton Rice Visitors Centre  
10:30  
RGA presentation at Visitors Centre - 'Issues facing the Rice Industry'

Gabrielle Brunt  
Deputy Director  
Ricegrowers' Association of Australia  
Phone: (02) 6953 0433  
Fax: (02) 6953 3823

11:00  
Depart Leeton

11:30  
Arrive rice growers farm (possibly Rob Houghton)

12:30  
Depart Farm  
Travel to Griffith

13:00  
Griffith for Lunch

14:00  
Winegrapes Marketing Board  
Mike Stone  
Background Briefing  
Farm Tour  
Local winery  
Phone:(02) 6962 3944  
Fax: (02) 6962 6103

17:30  
Arrive Accommodation
FRIDAY 7 APRIL 2000

08:00  Depart Griffith  
       Travel to Hillston

09:00  Arrive Hillston  
       Dan Galligan  
       Cotton Australia Grower Services Manager  
       Phone: (02) 6847 3688  
       0409 707 809

       Tour and Morning Tea with local Hillston Farmer  
       Cotton growing, industry etc

12:30  Lunch in Hillston

13:00  Depart Hillston  
       Travel to Sydney

19:00  Arrive Accommodation  
       From Hillston you would cut across to West Wyalong, or from Condobolin you would go up to Forbes or Parkes. This will give you a look at some different country as you go through Bathurst on the way to Sydney. I would recommend that you allow at least 7 hours from Hillston and 6 from Condobolin to get to Sydney.

SATURDAY 8 APRIL 2000

Free day in Sydney

16:00  Saville Park Suites  
       Tour debrief and Evaluation

17:30  Depart Hotel
Travel to Sydney Domestic Airport

19:15
Depart Sydney
Qantas Flight QF 543

22:15
Arrive Perth Domestic Airport

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TOUR COMPLETE

Some websites you might like to check out before we go

www.roseworthy.adelaide.edu.au
www.farmwide.com.au
www.bcg.org.au
www.pir.sa.gov.au
www.progressrural.wa.gov.au (this also has a search engine that you can utilise)
www.vicnet.net.au