

3 August 2020

## Grain Producers Australia Submission to National Agricultural Workforce Strategy Consultation opportunity

**Submission due date:** 3<sup>rd</sup> August

Submitted to: [agricultural.workforce@agriculture.gov.au](mailto:agricultural.workforce@agriculture.gov.au).

The National Agricultural Labour Advisory Committee:

- John Azarias (Chair; public policy expert)
- John Williams (Deputy Chair; ex-senator for NSW)
- Ruth Nettle (Deputy Chair; Professor, Rural Innovation Research Group, University of Melbourne)

### Grain Producers Australia background

Grain Producers Australia (GPA) represents Australia's broadacre, grain, pulse and oilseed producers at the national level. Grain Producers Australia works to foster a strong, innovative, profitable, globally competitive and environmentally sustainable Australian grains industry. Representing 5200 farm businesses, it strives to represent Australian grain farmers nationally and internationally in their contribution to sustainable development and society.

Working with its members – state farm organisations and farmers across the grain production area of Australia - GPA advocates for sound outcomes that deliver a positive commercial result. GPA is a not-for-profit company limited by guarantee. GPA is governed by a board, elected by its members.

The objectives of GPA are to:

- Provide a strong, independent, national advocate for grain producers based on a rigorous and transparent policy development process.
- Engage all sectors of the Australian grains industry to ensure operation of the most efficient and profitable grain supply chain.
- Facilitate a strategic approach to research, development and extension intended to deliver sound commercial outcomes from industry research.

The GPA policy council is strategically focused on three pillars of economic development, social responsibility and environmental management.

Our policy council includes representatives from State Farm Organisations including:

- Agforce Grains
- Grain Producers SA
- NSW Farmers
- Victorian Farmers' Federation Grains Group
- Tasmanian Farmers and Graziers Association
- WAFarmers
- WA Grains Group

GPA represents the grains industry and manages the biosecurity program as a member of Plant Health Australia. GPA is a joint Representative Organisation (RO) responsible for overseeing the performance of the Grains Research and Development Corporation (GRDC).

## GPA Submission

As one of the largest sectors within Australian Agriculture, the grains industry has the potential to play a significant role in Australia's recovery from the recession exacerbated by the COVID 19 pandemic. However, if the grains industry is to make a contribution worthy of its capacity, changes will be needed to better address the workforce needs of farmers and the supply chain.

Our submission is divided into three parts.

- **Part One – Case studies**

GPA has collated some brief case studies to outline some of the workforce issues occurring on grain farms across Australia. This is to provide the committee with some context when considering the way labour is utilised on grain farms compared to other agricultural workplaces.

- **Part Two - Pilot program proposals**

GPA has tried to pull together some practical and achievable proposals to support actions which will alleviate some of the challenges grains producers and the broader grains industry face when accessing labour.

- **Part Three – Response to the discussion paper**

GPA has developed responses to the grains industry applicable questions raised within the discussion paper, [National Agricultural Workforce Strategy Discussion Paper](#).

## Part One – Case Studies

### Case study: Farmer WA

On the broadacre grain farms in WA we struggle to attract local staff who are passionate/interested in grain farming as the lure and workforce competition from the big money and FIFO (and being able to leave their brain at home) is hard to pass up.

Through our farm business website and through gumtree we have advertised to and be able to engage with ag graduates from Denmark, Germany UK and other countries who are looking for experience in broad acre grain farming, the problem is we can only keep them for six months at a time and three times over three years. Many of them would like to do the full cycle of seeding and harvest and come back in subsequent years.

This means we are always training which takes time. The ability to retain these people without having to spend thousands of dollars applying for visas would be very helpful. The people we have had also bring new/ different ways of doing things which is good for looking at issues a different way, for instance we had some Danes who said that Denmark has loads of sandy soils and 200 years ago they ripped and ploughed as deep as possible to fix soil constraints..... which is what many in WA have only recently started doing.

If the corona virus has had any positives it would be that the kids were home from boarding school and having their experience made a massive difference to my time to be able to focus on the business more than just operations.

### Case study: Farmer Vic

A farmer in the Wimmera region of Victoria. They have up to 15 employees on farm and utilise contract services during the year where required. The farmer currently pays 10% above Award wages to recognise the level of skills they require staff to have before commencing work on the farm. Around 10% of the staff are international students accessed via an exchange program. There are going to be significant challenges accessing staff due to the COVID 19 travel restrictions.

The main concern taken into consideration when hiring staff are how to ensure there are process in place to support and train the staff to ensure farm safety is given the priority it requires. There are also concerns about how to protect the farming business from the increased litigation potential and the implications of the workplace manslaughter law changes.

Skills required of labour – it is crucial people wanting to work on farms have undertaking practical farm safety training. Having workers who are farm ready is crucial. Farms are complicated workplaces and there is a level of complexity involved in training people to ready to work on a farm safely for the huge range of varied tasks undertaken.

One of the problems in accessing casual (peak sowing or harvest period) staff is the lack of State-by-state consistency regarding workplace safety laws. Where there is a compliance focus rather than a practical and safer farm focus the processes and paperwork can be given more attention than the actual on farm activities and safety.

Technical aspects - Computerisation on the farm increases complexity of skills required. Equipment literacy is a definite in the list of pre-requisite skills.

#### **Case Study – Farmer SA**

Mixed farming Eyre Peninsula employs 1 full time, some additional part time, struggling to find workers.

Need workers to have skills which include ability to understand and operate electronics, GPS systems, equipment. The farm is a complex workplace, workers need to be aware of their environment, be prepared, stop and think.

They believe there is a complication now JobSeeker and JobKeeper are providing a disincentive to work. There are also disincentives to work under the current tax and Centrelink settings.

Farmers are being forced to retire early due to lack of workers and support.

The farmer feels very frustrated, as they cannot join professional organisations or enjoy other aspects due to lack of work support, cultural issues towards work. They feel there is an unhealthy lack of responsibility towards contributing and working for the broader community. Issue with work ethic and attitude to work. International workers are much better workers.

#### **Case study – Farmer WA**

They provided an overview of diversified farm (two to four full time, five to six casuals) traditionally a member of two local farming groups, research undertaken by the farming groups is showing a lack of access to staff and support is a problem for grains producers as well as adjunct services. Farming systems groups and research organisations have identified a lack of workforce as being a key limitation for the industry.

Short time issue experience and preferred international staff won't be able to return due to COVID 19, good English, farming background, tractor and equipment capacity.

#### **Case study – Grain Producers SA**

GPSA has developed an industry blueprint outlining a range of goals to be achieved by 2030. Including:

Increase grains industry by 3% per year each year for next ten years.  
4.2 billion gross value increase to 6 billion.

But will need to find and attract people to work in the industry if going to achieve the goals. Also need for connectivity staff, transport, market chain, finalised in month, draft to be provided to the committee. Industry capacity building.

## **Part Two – Pilot program/project suggestions**

GPA requested feedback from members across Australia to highlight the current needs of grain producers with regards workforce. The COVID-19 situation has created additional complexity, with both domestic and international movement restrictions hampering the mobility of the workforce. The changing nature of the restrictions and the difficulty in preparing more than a few weeks in advance are also complicating the current workforce situation.

However, the situation is also bringing to a head many workforce-related issues that have previously been highlighted by the agricultural sector. While the challenges are not new, the current situation may be providing an incentive to find innovative ways to address the challenges in addition to providing an incentive to government to take action to support access to the employment opportunities provided by the agriculture sector.

The submission will focus on the key needs and potential solutions to the current lack of adequate workforce facing the grains industry as it waits for harvest to commence.

**Time critical issue** - this harvest there is going to be a significant demand for a harvest workforce. Labour is currently either unavailable due to travel restrictions and potential replacements through contract harvesting and other professional services may not be able to operate due to the border closures.

#### **Pilot Program 1 – Support for return of previous international workers**

Some states<sup>1</sup> have committed funding to support the provision of accommodation and subsidise transport costs to help farmers access a workforce. However, there is a clear preference and efficiency benefit for grain producers to be able to maintain connections with previous harvest workers.

#### **GPA recommendation for consideration: VISA remodel – Sponsored return short-term VISAs**

Allow grain producers to act as workplace sponsors to enable them to bring back previous staff for a three to six-month period. Give them the opportunity to bring back skilled, experienced staff, grain producers could pay for flights, pay for quarantine, and support their staff to stay in the regional areas undertaking the necessary work for the peak period.

#### **Pilot Program 2 – Joint industry/machinery business professional equipment training course**

A key element of safety and workforce productivity on a grain production farm is the general knowledge and awareness regarding the skills required to operate machinery of the size and capacity of the agricultural machinery used on grain farms. There is a generally recognised need for a farm ready workforce and has been a key concern raised by all GPA members across Australia.

#### **Pilot program funding would be used to develop a practical focused commercial size machinery operation course:**

Working Oz – operate a WA based training course the pilot program would provide be used to investigated and pilot the idea of a system like “franchising” the training program across other states.

The program is seen as valuable as it provides a training investment in safe operations in WA. It is currently utilised by several big farms as it is a machinery company supported short course using commercial size equipment for the training. The current course is a two week, hands on equipment training. A key benefit is that it is collectively undertaken with machinery companies.

There is a potential need to expand the training into a one-year course – which provide scope for theory plus a lot of hands on, operating and running big machinery, GPS and other critical equipment.

Longerenong Advisory committee can be used as a template for the steering committee for the program as they have experience in developing short course potential, access to farms, and providing support and encouragement.

#### **Pilot program 3 - Have a break year in Australia – incentives for local students and currently unemployed Australians to get out and explore Australian agriculture**

<sup>1</sup> <https://agriculture.vic.gov.au/farm-management/emergency-management/coronavirus-covid-19/agriculture-workforce-plan>  
[www.grainproducers.com.au/](http://www.grainproducers.com.au/)

Funding for a project for the grains industry to create a map of grains industry activity timing and work opportunities across Australia with links to farm safety and machinery training to increase skill levels for potential workers.

### **GPA Pilot proposal - Can't travel because of COVID 19? Take a Gap year in Australian Agriculture!**

Agriculture could provide significant job opportunities for young and currently (COVID 19) unemployed Australians. Encouraging Australian students to have a GAP year within the Australian agricultural industry by providing financial incentives to students who take jobs within agriculture will benefit both the industry and the broader economy.

Students who take their GAP year within Australian Agriculture would to have access to the independence test by reducing the 18-month work requirement down to 12 months for students who have worked in agriculture for at least 20 hours per week for a period of six months.

Remove the 20-hour working week maximum to allow for students to be fully employed (and therefore fully capable) employees during peak harvest/sowing periods.

GPA would request Government funded grants programs to support agricultural industries put in place the workplace training to provide targeted support to encourage students to gain the skills required to work within the agricultural sector.

#### **Background**

Currently students must work full time (30 hours per week on average) for at least 18 months within any 2-year period. To qualify as independent rural or remote students currently have additional criteria including earning 75% or more of Wage level A of the national training wage schedule.

There are opportunities for the Federal Government to work with the agricultural industry to support domestic labour options as well as encourage young Australians to try jobs in their own backyard.

### **Pilot Program 4 – Grain farm leadership support through labour access**

How many leaders, innovators, idea developers are our industry missing out on because they cannot leave the farm due to lack of labour? Access to labour supports innovation and industry involvement in research and development

Australia has a world-renowned grains research, development and extension system. However, innovative ideas development and thinking, research, development extension, participation and feedback would be far more effective if a broad range of vibrant highly committed farmers were able to participate.

If farmers have access to labour, then there is increased ability for them to spend time adding value to their industry in other ways:

- sitting on advisory panels, Boards
- supporting local research organisations
- participating in industry advocacy work
- strategy development for their industry

The very people with the most invested in the industry are often the ones unable to contribute to the discussions, while they may have time to think about ideas and options they are being restricted from having a voice in the direction of their industry due solely to a lack of ability to source workforce labour. It is in the best interests of our industry and agriculture to have the wealth of knowledge, personal investment perspective and insight of these people participating in the development of direction and strategy to build and grow Australian agriculture.

### **Pilot Program Five – Short term/Urgent Jobs in grains awareness campaign**

There is an opportunity to develop a resource pack to support careers teachers and school advisors and/or job seekers with accurate and up to date information about the short and long-term job opportunities within the grains and broader agriculture sectors.

### **Short-term – Harvest 2020 and sowing 2021 Opportunities**

There is a critical shortage of workers to support grain producers during this seasons harvest period.

The aim of the pilot program would be to develop a pack of information containing a map (harvest trail) and an outline of the training, induction and work options for people wanting to travel into a regional area to work during the summer/harvest period.

The target of this campaign may be older workers currently out of work due to the COVID 19 recession. They may have the requisite skills and experience to transfer into working in regional areas in a range of roles with a less intensive level of training required.

### **Part Three – Response to the Discussion paper**

There are some key themes coming through in any discussions about workforce requirements for the grains industry.

- Accessibility for targeted grains industry relevant farm safety training to support farm ready workers for grains farms.
- Encouraging student enrolment in tertiary education for agriculture - boosting the profile of the agriculture/science curriculum throughout schooling to attract students into agriculture/science related courses for their post school education
- Science, Technology, Engineering and Mathematics (STEM) workers to manage the difficulties agricultural industry has finding the right people for professional positions
- The liveability gap between cities and rural areas effecting the ability to attract and retain a skilled local workforce

There will be some capacity building such as digital ag specialists/rural computer programmers who can provide remote tractor repair advice and considerations in the biosecurity and potentially the research areas which we will raise in the relevant sections of the discussion paper response.

Some of these issues have also been highlighted in the GPA submission to the ACCC on machinery issues.

- 1) During the next 10 years, what impact will the following changes to agricultural production, processing and distribution have on the workforce:**
  - a) Innovation and technological advancement, including robotics and artificial intelligence**

There has already been evidence of the impact on labour needs from the increased size and capacity of grain production agricultural machinery. While labour is required to run the machinery safely and maintain the high intensity of activity during sowing and harvest (especially if fatigue laws are considered) these periods of activity on grain farms are now considerably shorter periods. For example: twenty years-ago sowing took two months, now 3 weeks, harvest two thirds of the time required 10 weeks down to six.

#### ***Mechanisation and farming practice.***

Need greater availability of higher skilled labour, articulation and complexity of the machinery, computer involvements, consequences of labour misdiagnosis or machinery destructions, competence, maths chemical calculations, mining qualifications can transfer over and be complimentary.

Training can occur quite quickly but higher level of basic competence in maths, computer programming, different group of people required, adaptability to technology. There is an opportunity to appeal to people who understand the technology, who are not scared of it. They will be able to support farmers to take advantage of the new tools coming available.

Technology may be a way to appeal to people who want variability in their workplace, open spaces, people who have decision making capacity in tune with management goals.

It's not an age thing, it's an acceptance of technology and willingness to work with technology to take advantage of the opportunities and information it now provides.

**What is needed?** Staff with an ability to understand logistics, planning, quick actions, intuitive, focus on end goal,

Automation is going to reduce on farm labour however it will not necessarily reduce overall workforce requirements. There will be a need for increased tech support to ensure everything running smoothly and no delays due to technology failures. A malfunctioning computer chip can cause weeks of sowing or harvesting delays now due to the proprietary software being installed by machinery manufacturers. Without appropriately trained and accessible technicians (and parts being available in Australia) the single malfunctioning chip can potentially halt sowing or harvest. While access to parts is beyond the scope of this strategy discussion access to appropriately trained and accessible technical support is not.

With the COVID 19 restrictions making it difficult for internationally based technicians to enter Australia it will be imperative that machinery manufacturers must ensure there are Australian based technicians available during harvest.

***b) Changes to agricultural production—for example, moves to high – value crops and produce, or structural adjustment***

Which broadacre grain crop options a grain producer grows relies on:

- Regional climate (growing season temperatures and rainfall) high value pulse and oilseed crops are not options for all Australian farmers
- Soil type
- Point in the crop rotation
- Pest and weed control options and requirements
- Market signals (domestic and international)

The most problematic of these is market signals as the deregulated grains post farm gate supply chain is not supportive of clear market signals being provided back to grain producers.

***c) changes in supply chains and distribution of farm produce***

The most significant change for grain production is the move toward greater on-farm storage of grain. Investment in on-farm storage is undertaken because it provides farmers with a greater degree of control over the sale of their grain. Whilst a considerable proportion of grain is still co-mingled within the bulk grain handling system many more farmers can store a proportion of their crop on farm and then access domestic markets or in some case specialist international markets.

***d) changes in consumer demand—for example, end-to-end supply chain traceability as a development of the 'clean and green' brand, provenance and the use of more plant-based ingredients?***

Whilst the rise in plant-based diet is providing some opportunities for specialised and niche market grain production grain producers are a step back from consumers compared to horticultural producers. Consumers do not always recognise the contribution to their diet made by grains.

***2) What will be the effect if agriculture continues to trend towards supplying up-market, premium, and high-quality produce, with increasing value-adding manufacturing?***

More on-farm storage and greater degree of direct relationships between manufacturers and grain producers may be achieved. Amidst the uncertainty COVID 19 has provided an opportunity for the grains industry and broader agriculture to provide clear guidance to governments on the policies and support needed to support Australian based value-adding manufacture, niche market exports and food security. There are significant rewards for the Australian economy through employment if the workforce challenges can be addressed.

**3) *What impact will climate change and other environmental situations such as severe droughts, severe storms and long fire seasons have on the agricultural workforce?***

There is still a considerable proportion of grain producers who are mixed farmers who require labour during a greater proportion of the year than those who are only grain producers. Increased vulnerability of farming caused by climate change and severe weather occurrences will increase the risks to being able to afford to employ labour.

**4) *What ways might the changing social perceptions of different agricultural activities (for example, perceptions about sustainability, emissions, and animal welfare) affect the agricultural industry and its workforce?***

The Community Trust in Rural Industries research being undertaken by the rural Research and Development Corporations (RDCs) provides clear research regarding actual social perceptions of agriculture.

While it is important for agriculture to be responsive to community concerns regarding agriculture it is also important that agriculture is supported by science based regulatory systems. Most rural industries have either completed or are currently developing sustainability frameworks to ensure they can provide accurate information regarding actual farming practice to address any concerns raised by the community.

**5) *What impact will societal changes, such as the ageing workforce, low unemployment, low immigration and relocation of regional population (and agricultural, health and education workers) to urban areas, have on the agricultural workforce?***

**a) *Are there other societal changes that will affect the agricultural industry and its workforce?***

With the advent of COVID19 and the growing levels of dissatisfaction among some city dwellers regarding the “liveability” of huge cities there is an opportunity for agriculture and rural Australia to appeal to a broader workforce. There may be people who can work remotely from their previously city bound jobs who may also be open to working on farms during busy periods.

**6) *What impact does the continuing international corporatisation of agriculture have on labour and jobs?***

Potentially increases the professionalism required by on farm labour. Previously, unfairly considered “unskilled” labour. However, that is no longer the case particularly for grain production and ancillary labour roles. The increased complexity of the machinery used and the requirement for higher level computer and IT skills to repair agricultural machinery will have an impact on the level of jobs (and required skill base).

**7) *What are key health and wellbeing considerations for the agricultural workforce?***

**a) *How can health and well-being best be maintained and improved?***

On-farm safety remains a key focus for groups like Grain Producers Australia. Increased awareness of mechanisms to reduce the risk of injury on farm is occurring however progress can be slow.



Access to even basic health services can be a huge contributing factor in the health and well-being of rural Australian farmers and the perceived liveability of rural areas. Ensuring there are health service providers – nurses, doctors, pharmacists, psychologists, physiotherapists etc within convenient travel times can be crucial to adequately addressing health and well-being of the agricultural workforce.

The increased accessibility of tele-health services should be considered a first step in improving access to the necessary health and well-being services.

**GPA recommendation: Continued unrestricted Medicare funding for tele-health services for all rural and regional areas.**

**8) What are the key drivers that will influence the size and skill needs of the agricultural workforce in the next decade?**

- On-farm profitability, will allow investment in machinery
- Autonomous agricultural machinery will alter the types of workforce required
- The younger generation or larger corporates taking over farms will alter the workforce requirements

**9) What factors (e.g. status of the agricultural industry compared to other industries, competitive labour market, workplace conditions, public perceptions of agricultural jobs and industries) impact the pool of talent available to pursue agricultural careers?**

**a) How can these factors be mitigated?**

Technology, promotion of the options, increased understanding and respect for the longevity and importance of agriculture amongst decision makers and bureaucrats would improve the status of agriculture.

**10) How can agribusinesses and related industries better attract workers?**

**a) What factors affect entry into the agricultural workforce? How can the agricultural industry achieve greater exposure?**

- Awareness regarding jobs available in the agricultural sector
- Access to training to get people farm ready
- Longevity of the jobs or ability to move between regions during sowing/harvest periods

**b) Why do people leave the agricultural workforce? How can these factors be mitigated?**

- Options for partners to also work in the region
- Access to health/well-being services
- Age – younger people may head to urban areas
- Lack of opportunity to advance beyond a certain level of role

**c) How can these factors be mitigated?**

Range of activities would be required to address these different issues. Some led by industry such as facilitating work movement, some by government such as investment in communities and health services in regional areas.

**11) What are the implications if the supply of skilled agricultural workers is insufficient for your sector or business?**

Reduced profitability and therefore reduced investment in newer machinery/equipment. Decreased resilience within the grains sector and decreased wellbeing and overall health amongst the industry.

**12) What skills and knowledge does the agricultural workforce need in the foreseeable future to ensure the ongoing productivity of the agricultural industry given the changes the industry and Australia is experiencing?**

Interested, intuitive farm ready staff.

**13) Is the current education and training system for agricultural workers fit for purpose? Are the needs of the agribusiness workforce adequately served by current education and training systems (high school programs, vocational education and training, and higher education)?**

To a degree, success on farm really comes down to an individual's ability to show initiative and be able to problem solve on farm in a dynamic and efficient way.

- a) **What is working? What is not?**
- b) **How can these systems best meet the needs of the agricultural workforce?**
- c) **What changes might be required to accommodate the different learning style of younger generations of people?**

Access to continued relevant online learning which can be done in conjunction with working on farm to increase skill sets but encourage people to see the value in remaining in regional areas.

Online learning will need to be supplemented by practical training in the use of commercial scale agricultural equipment in paddock.

The link between technology based skilled jobs, job security, rural liveability and careers in a well-regarded industry may be an angle which will appeal to younger generations. Jobs in an industry which has set periods of down time which allow the pursuit of hobbies and holidays may well be an incentive for young people currently facing increased casualisation and job insecurity in urban areas.

**14) What skills and knowledge do business owners need and how can this be best achieved (formal education or informal education and different modes of delivery, for example micro-credentials, online learning, workplace learning)?**

Many grain producers have either pursued post high school education or have participated in the many and varied educational, research and extension opportunities offered by GRDC and the regional cropping/farming systems groups.

**15) What initiatives have worked to raise the status of agribusiness, increase the supply of workers or increase the skills and knowledge of agricultural workers? What factors have contributed to the success of these initiatives?**

- a) **Specifically, are you aware of examples of collaboration between employers, education providers and regional communities? Which intermediaries supported these collaborative arrangements?**

**16) What existing education, training, workforce or other relevant initiatives can be leveraged to support agribusinesses workforce needs?**

Provide opportunities for work in agricultural sectors to be given greater recognition for Australian students. Programs which support the development of actual skills through collaboration with machinery manufacturers will be key to supporting the development of a farm ready workforce but also may provide an incentive and interest point for people contemplating a career in agriculture.

**17) How can existing government programs be improved to better support agribusinesses and related industries workforce needs?**

Many existing government programs do not have the flexibility required to support agricultural industries. Broaden specifications and provide more options to encourage workers to access work in regional areas. The current programs often do not take into account the peak periods for agriculture by imposing unworkable maximum hours/earning restrictions.

**18) *How consistent across agriculture and horticulture is the need for more and targeted immigration to sustainably increase the national agriculture labour pool and support national capability and capacity building?***

Not as relevant for grains industry. Whilst some farmers utilise immigrant/backpacker labour during peak sowing and harvest periods it is usually accessed through word of mouth or through alliances with international agricultural colleges or via farming systems groups. This ensures the labour has the required skill sets.

Currently there are limitations place on backpacker/immigrant workers which hamper the effectiveness and access to labour.

**19) *Will the actions taken or committed to by governments and industry address concerns about workplace exploitation given time?***

Whilst not highly relevant to the grains industry the greatest weakness in the worker exploitation system is the involvement of organised crime in the labour services hire system for immigrant workers. The lack of action by governments to actually take realistic steps to reduce the ability for individuals and “companies” to facilitate immigrant labour and then grossly exploit them through accommodation costs, unnecessary wage deductions and other fees and charges is a blight on the entire labour hire system. Labour hire should not be a privatised area for profiteering. Regulated acceptable prices for deductions and more accountability must be enforced by strict regulations under a national system carefully and transparently overseen to reduce the possibility of corruption.

**20) *What should be done in the short (1 year), medium (2 to 3 years) and long term (5 to 10 years) to improve the productivity and resilience of the agribusiness workforce? Of these actions, what are the top 3 priorities?***

The Pilot programs outline the key short, medium and long-term workforce issues which we believe are key to improving access to labour within the Australian grains industry.

Thank you for the opportunity to provide a submission and we look forward to working with you as the strategy continues to be developed.