



Maintaining Quality Leadership in the Australian Grains Industry

Report to Government

September 2019

(Leadership in Agricultural Industries Fund)

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Grain Producers Australia

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. It 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.

GPA has a policy council, strategically focused on three pillars of economic development, social responsibility and environmental management. Our policy council is supported by, and engages with, representatives from State Farm Organisations including:

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

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

Further information:

<https://www.grainproducers.com.au/>

Maintaining quality leadership in the Australian grains industry

Grain Producers Australia (GPA) was fortunate to receive funding from the Federal Government's Leadership in Agriculture Industries Fund.

GPA acknowledges the support of the Department of Agriculture and Water Resources in administering this fund.

This grant was utilised in four key areas:

- A Board strategic review
- A two-day leadership forum in Canberra
- Governance training for grain leaders
- Growing GPA's digital communication capacity

MAINTAINING QUALITY LEADERSHIP IN THE AUSTRALIAN GRAINS INDUSTRY

Project report by activity

In December 2017, Grain Producers Australia received funding from the Federal Government's Leadership in Agricultural Industries Fund, to support a project entitled "Maintaining quality leadership in the Australian grains industry". The following provides an overview of the activities undertaken in this project, with further details of each individual activity contained in the attachments.

Activity	Overview	Details	Outcomes
Leadership and governance review	The GPA Board engaged in a strategy and governance review which was undertaken by an independent party, The Hargraves Institute.	Between April and July 2018, the Hargraves Institute conducted a review of GPA's strategy and governance. This included research, structured telephone interviews, the development of an issues paper and delivery of a half-day presentation and discussion with the GPA Board/Secretariat.	See Attachment I This review, while identifying no issues, proved valuable for the GPA Board to further refine its strategic plan and consolidate its work. This improvement has continued following a number of GPA Directors completing the AICD Course (as detailed below).
Governance training	Grain leaders were provided with the opportunity to undertake governance training, through the AICD or an equivalent entity. (Grant target: a minimum of five executive members)	GPA sought nominations, through its Policy Council for individuals to undertake the Australian Institute of Company Directors (AICD) course. GPA aimed to ensure there was geographical representation of attendees from across GPA's eight regions.	See Attachment II GPA is proud to report that between January and September 2019 a total of 11 individuals from across the country have completed the AICD course . Three further individuals have registered and are in the process of undertaking the course, with completion due in the first quarter of 2020. Feedback from the course has been extremely positive with many reporting 'new thinking' at board meetings following completion of the course. One graduate noted that, "It was one of the most worthwhile things I have done in my professional life - it has already made a difference to how I think about governance and strategy".

Identifying and developing future leaders	<p>GPA delivered a two-day Leadership Forum for growers from across GPA's eight regions. (Grant target: 32 emerging leaders)</p>	<p>GPA sought nominations from its Policy Council for individuals/emerging leaders to participate in a two-day Leadership Forum.</p>	<p>See Attachment II</p> <p>Forty emerging leaders – grain growers and policy staff – drawn from across the country participated in a two-day leadership forum in Canberra.</p> <p>The Forum included leadership and advocacy training covering:</p> <ul style="list-style-type: none"> • Communicating with influence • Media skills • Understanding the parliamentary process • Principles of effective communication in the digital age <p>Participants heard from industry leaders and engaged in discussions on:</p> <ul style="list-style-type: none"> • Strategic issues confronting the sector • Current and potential channels to progress the interests of grain growers • Research and development priorities including biosecurity. <p>Participants found the event extremely valuable from the perspective of meeting and sharing ideas with peers from across the country, gaining access to industry leaders, and engaging in discussions about the future of their industry.</p>
Tools for collaboration, mentoring, leadership, sharing and support.	<p>Leaders Digital Network - Development and configuration of a digital network to be used as a mechanism for Alumni members from across the country (from the Leadership Forum) to connect with each other and enable knowledge sharing.</p>	<p>Following the Leadership Forum, GPA has engaged in a review of its digital communication capacity (e-communications) to ensure greater engagement with members and grain producers across Australia.</p>	<p>GPA has commissioned a rebranding 'refresh' but most importantly, a website re-build.</p> <p>The website reconstruction will be built on a new/different platform, allowing GPA to have an 'integrated' communication mechanism with the website linking to GPA's database/CRM, thereby resulting in greater communication and engagement mechanisms with members, the grain industry, stakeholders, decision-makers, and the broader community. This work is scheduled for completion by April 2020.</p>

ATTACHMENT I - GPA GOVERNANCE REVIEW

The Hargraves Institute conducted a review of GPA governance and operations, which included research, structured telephone interviews, the development of an issues paper and delivery of a half-day presentation and discussion with the GPA Board/Secretariat.

The review considered:

- Existing governance arrangements
- Leadership development strategy
- Innovation-related capabilities for improved performance
- Driving longer-term organisational vision
- Improved approaches for delivering transformational change.

The half-day presentation was designed as a strategic engagement opportunity with an Issues Framework presented to the Board as the basis for further discussion and analyses on the challenges facing GPA and the opportunities that these present. The Issues Framework underpinned a 'Priority-Setting' process to determine the strategic intent of GPA.

The process was closely linked to the challenges identified in the Issues Framework document and provided a forum for discussion around potential strategies to overcome those challenges. The insights coming from the 'Issues Framework' were taken one step further and given a specific priority level. The aim of the process was to select among different options the most important needs of the organisation.

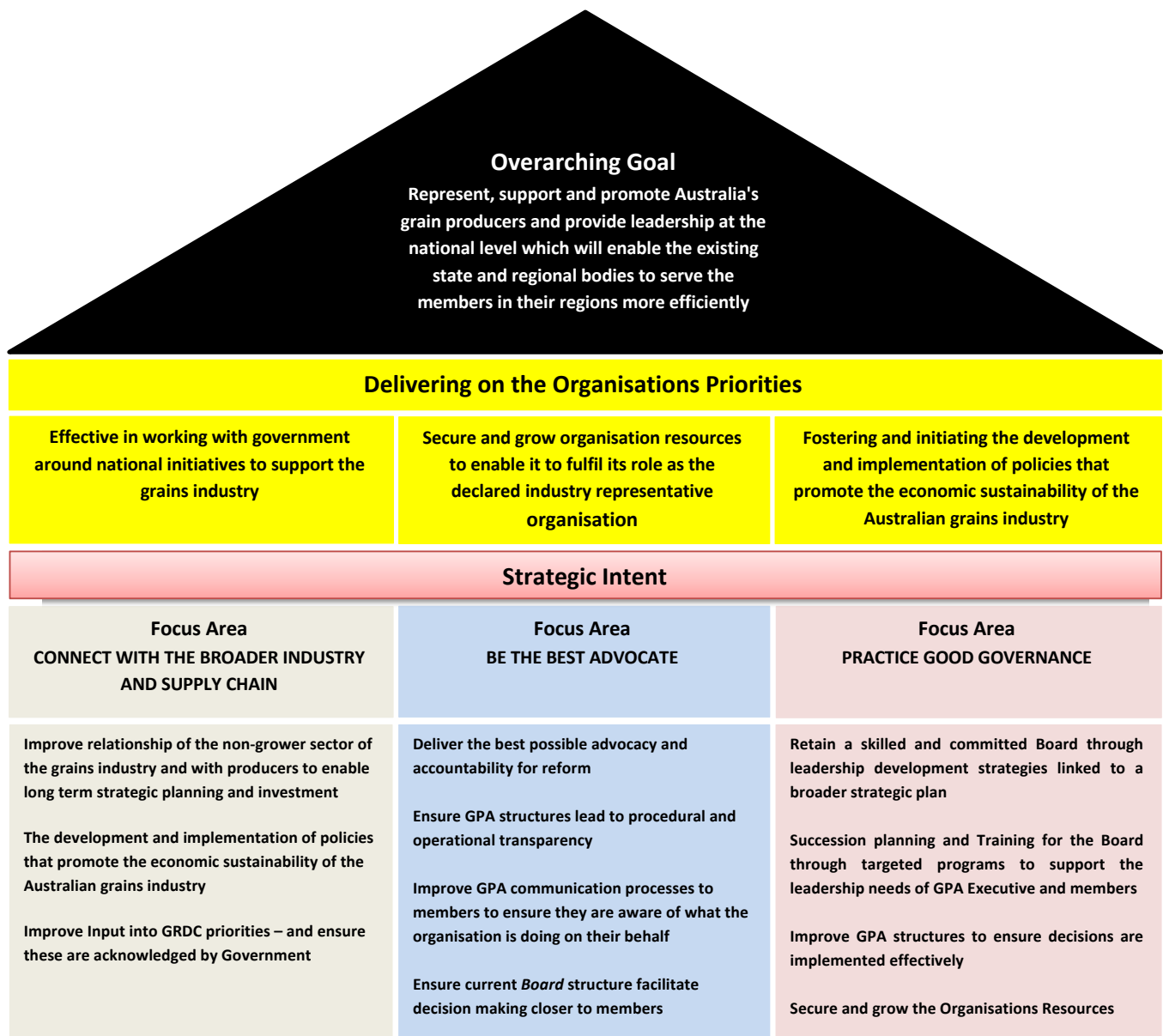
The outcomes of the Board Discussion aim to assist GPA in its efforts to:

- implement initiatives to develop the leadership capacity and capability within GPA;
- ensure its business model is sustainable in the long term; and
- ensure the organisation has the capacity to advocate strongly on behalf of the grain farmers of Australia.

Based on discussion an overarching Strategic Response Framework was prepared and circulated to participants to inform them of the key areas that were identified for attention.

The Framework is separated into a number of core initiatives that were identified as a priority, as well as some cross-cutting areas of focus as outlined in the diagram following.

Strategic Response Framework



ATTACHMENT II - FORUM PROGRAM AND INFORMATION

DAY ONE: Monday, 15 April 2019
Level 2, 95 Northbourne Avenue, Turner, ACT
9.00am - 5.30pm
Forum Facilitator - Paula Fitzgerald

9.00am	WELCOME AND INTRODUCTIONS
	Andrew Weidemann, Chairman GPA (All participants to give a brief introduction)
	Overview of the Leadership Forum and the activities of GPA
10.30am	MORNING TEA
11.30am	WORKSHOP
	All A facilitated workshop to determine the major strategic issues confronting the sector – will split into groups.
12.30pm	REPORT BACK ON STRATEGIC ISSUES
	All
1.15pm	LUNCH
2.00pm	WHO'S WHO IN THE GRAIN INDUSTRY? HOW DOES THE INDUSTRY WORK AND COLLABORATE TOGETHER?
	CEO panel session: <ul style="list-style-type: none"> • Plant Health Australia – Greg Fraser • Grains Industry Market Access Forum – Tony Russell • Grains Research & Development Corporate – Steve Jefferies
3.00pm	THE ROLE OF R, D & E TO PREPARE THE INDUSTRY FOR THE FUTURE
	John Woods, Chairman, GRDC John will also speak briefly about his leadership journey
4.00pm	AFTERNOON TEA
4.30pm	THE IMPORTANCE OF ENSURING YOUR VOICE IS HEARD IN CANBERRA
	Panel session: <ul style="list-style-type: none"> • Tony Mahar, CEO National Farmers Federation • Caroline Rhodes, CEO Grain Producers SA • Mitch Hooke – GPA Director and former CEO of Minerals Council of Australia, Australian Food and Grocery Council, and Grains Council of Australia
5.30pm	DAY ONE WRAP
	Andrew Weidemann
6.30pm	INFORMAL DINNER WITH INVITED GUESTS
	Venue - Level 2, 95 Northbourne Avenue, Turner, ACT

DAY TWO: Tuesday, 16 April 2019
Level 2, 95 Northbourne Avenue, Turner, ACT
8.30am - 4.00pm
Forum Facilitator - Paula Fitzgerald

8.30am	WELCOME BACK
	Andrew Weidemann
9.00am	A DAY IN THE LIFE OF A CHIEF OF STAFF
	Scott Mitchell, Director, Scott Mitchell and Partners Scott is now a government relations specialist, but was formerly the Federal Director of the Nationals and the Chief of Staff to the Western Australia Minister for Agriculture, Forestry and Corrective Services Presentation and interactive session
10.00am	MORNING TEA
10.15am	MEDIA AND ADVOCACY PREPAREDNESS
	All Presentation and group workshops
11.30am	DEPART FOR PARLIAMENT HOUSE TOUR
	Group will divide in two for the Tour
12.00pm	PARLIAMENT HOUSE TOUR
1.15pm	RETURN TO VENUE/AHA
1.30pm	LUNCH
2.30pm	THE LEADERSHIP JOURNEY - HOW TO PREPARE
	Allan Ryan, Executive Director, Hargraves Institute
3.30pm	REFLECTIONS AND WHAT NEXT
	Andrew Weidemann (Allan Ryan to discuss Leaders Digital Network)
4.00pm	END



Speaker Biographies



PAULA FITZGERALD
Forum Facilitator

Paula Fitzgerald is an experienced professional with a background in stakeholder and government relations, communication, issues management, policy development and advocacy, regulatory affairs, membership engagement and capacity building.

Paula has worked across a diverse stakeholder base and has established trusted networks, both nationally and internationally, to develop, deliver and lead local and global teams, strategies and solutions, particularly across the science and agriculture sectors.

Paula is currently a Director of Animal Health Australia, the Deputy Chair of Skills Impact Australia, and a member of the Federal Government's Gene Technology Ethics and Community Consultative Committee. She also works as a consultant with a number of organisations spanning research and development and advocacy.



ANDREW WEIDEMANN
Chairman, GPA

Andrew Weidemann is a third generation farmer from Rupanyup Victoria Wimmera Region. Rupanyup is well known as the Home of the first Bendigo Community Bank which Andrew was heavily involved with in its development. He farms in partnership with his wife Julie and brother Rodney and sister-in-law

Andrea cropping 3500 Ha of wheat, barley, canola and pulses as well as managing a White Suffolk Stud.

The Weidemann family have been acknowledged as innovators and early adopters of new technology by the industry winning various awards. They continue to invest and support on farm research trials across their farm. The Weidemann's have built up significant on farm storage allowing them to trade internationally into markets around the world. Recently Andrew has become the face of Crown Lager in an advertisement profiling the raw materials used in its production.

In industry Andrew has held senior positions in the VFF and Deputy Chair of the Birchip Cropping Group. Currently he serves on various Federal & State Committees developing strategies around markets and research. He is the current national Chairman for Grain Producers Australia, the peak industry body for grains in Australia.



GREG FRASER
CEO, Plant Health Australia

Greg Fraser has a diverse background in Australian agriculture having worked in tropical and temperate horticulture, broadacre agriculture, sugarcane, cotton and forestry industries. Greg holds degrees in science and management and is a Fellow of both the Ag Institute Australia and the Australian

Institute of Company Directors.

Previous positions have included commercial responsibilities across Australia, New Zealand and in Asia, leading roles in crop biotechnology as inaugural Chairman of Agrifood Awareness, Chairman of the Biotechnology Industry Group at Avcare and establishing Australia's first commercial GM canola breeding operation.

Greg also played a significant role in restructuring of Australia's wheat breeding landscape as Director of Enterprise Grains Australia prior to joining the GRDC as an Executive.

He has held membership on a number of boards and managed various enterprises in the agricultural, chemical and biotechnology industries.



TONY RUSSELL
Executive Manager, Grains Industry Market Access Forum

Tony is from grain farming family background – originally at Hopetoun, Victoria then at Goondiwindi, Qld. He completed degrees in Agricultural Science at LaTrobe Uni, and Agribusiness at Monash Uni in Melbourne.

For over 20 years he was employed by the Australian Wheat Board – initially as a Field Officer in regional Victoria and Western Australia, then Market Development Officer (market promotion activities through AWB markets; International marketing Middle East region; Trading Manager - Victoria and Tasmania; and Product Development Manager.

After leaving AWB in 2003 he managed Apple and Pear Australia Limited (APAL) representing the interests of apple and pear growers.

Since 2011 he has held the role of Executive Manager Grains Industry Market Access Forum - GIMAF prioritises and manages issues on behalf of the grains/fodder/seeds industries to maximise market access outcomes.

GIMAF is an important independent interface between the grains industry and government, keeping abreast of important market access issues, developing and implementing plans to ensure maximum market opportunities for Australian grains.



STEVE JEFFERIES
Managing Director, Grains Research and Development Corporation

Dr Steve Jefferies AM has more than 32 years of experience working in the Australian grain industry mostly in research management.

In July 2016 Steve commenced as Managing Director of the Grains Research and Development

Corporation (GRDC).

From its inception in 2002 until June 2016, Steve was the CEO of Australian Grain Technologies (AGT), Australia's largest and market leading wheat breeding company.

From 1996 to 2002 Steve was a wheat breeder, barley breeder and Senior Lecturer with the University of Adelaide. From 1984 to 1996 Steve held several positions in research management and Ministerial liaison in the State Government of South Australia.

Until taking his current position as Managing Director GRDC Steve was also Non-Executive Director of Birchip Cropping Group, Non-Executive Director of Barley Australia, Chairman of the Australian End Point Royalty Steering Committee, member of the Waite Institute Strategic Leadership Committee, and member of the Australian Wheat Quality Classification Council reporting to Wheat Quality Australia and responsible for managing the wheat quality class system in Australia.

In June of 2016 Steve was appointed a Member of the Order of Australia in the Queen's birthday honours list for significant services to primary industries.

Speaker Biographies



JOHN WOODS **Chairman, Grains Research and Development Corporation**

John Woods was appointed Chairman of the GRDC from 1 October 2016. He owns and operates an integrated cropping enterprise in northern New South Wales and southern Queensland, where he also participates in summer crop R&D trials and innovative new techniques. He has a strong interest in economic

policy that affects agriculture, reflected in the positions he has held in industry and on community advisory bodies such as the National Rural Advisory Council, National Agricultural Monitoring System and Agricultural Finance Forum.

John also has experience in technology transfer and extension of R&D, which he demonstrated in his role as Chairman of Chemcert Training Queensland, and as a Chemcert Trainer to the grains and cotton industries. The extension and adoption of best management practice was integral to his role as Queensland Manager Cotton Australia. John holds a Bachelor of Applied Science.



TONY MAHAR **CEO, National Farmers' Federation**

Tony Mahar joined the NFF as General Manager, Economics and Trade in July 2012. In December 2014 Tony was appointed as Deputy Chief Executive Officer and since March 2016 has held the position of Chief Executive Officer.

Tony has a long history of working with and representing industry and

government across a range of areas including economic policy, international trade and sustainability. He has lead high profile national industry campaigns on issues such as the review of national competition policy, fuel tax credits and backpacker tax to name a few. As part of his role at NFF he has developed and led Federal election strategies and budget responses and headed up the national media and communications responses on industry wide issues.

Prior to joining the NFF, Tony worked with global food and grocery companies on economic and sustainability issues at the Australian Food and Grocery Council. He worked for a number of years with the Federal Department of Agriculture in International Trade and Horticulture Industry Policy. Prior to that he worked for Elders in Griffith NSW. He holds tertiary qualifications in business, commerce/economics and a Masters in Business and Industry Policy.



CAROLINE RHODES **CEO, Grain Producers SA**

Caroline has a long history in agribusiness, having previously held senior roles in both the corporate and government sectors and with state and federal farmer representative bodies in Australia. She brings specialist skills in stakeholder management and regulatory affairs. She holds a

Bachelor of Agricultural Science from the University of Adelaide, a Master of Agribusiness from the University of Melbourne and a Diploma from the Australian Institute of Company Directors. She is also a graduate of the Australian Rural Leadership Program.

Caroline has also served on a number of boards in South Australia including the SA Grain Industry Trust, Rural Business Support, Foodbank SA and the SA Cricket Association. In 2014, Caroline was awarded a Graduate Certificate of Australian Rural Leadership from James Cook University and was also named one of the Top 100 Women in Australian Agriculture.



MITCHELL H. HOOKE **Director, GPA**

Mitchell Hooke (Mitch) AM is globally recognised for his in-depth knowledge and strategic leadership in both Australian and global public policy advocacy, and commercial operational practices, spanning over 30 years as a national and international industry leader across the agricultural, food and grocery,

and mining industries. Mr Hooke is born of the land, raised on a sheep property in Victoria's Western District and was educated as a boarder at The Geelong College in Geelong, Victoria. He completed a Bachelor of Rural Science and an Undergraduate Thesis (Honours) in agricultural industrial politics at the University of New England (UNE) in Armidale, NSW. As an agricultural advisor early in his career he was a pioneer of zero tillage farming systems.

He moved to Canberra in early 1988 where he consecutively served as CEO of the Grains, Food and Grocery, and Minerals Councils of Australia (MCA), retiring from the MCA and the International Council of Mining and Metals at the end of 2013. Mr Hooke was also concurrently actively engaged in commercial enterprise as Non-Executive Director of Elgin National Industries (USA), a Chicago-based private equity global group of companies.

Mr Hooke continues to be actively engaged in both corporate and industry/community representative endeavours, currently:

- Chairman of Partners in Performance International
- Non-Executive Director of GTL Energy Ltd, Rex Minerals Ltd and Menzies Research Centre
- Independent Non-Executive Director of GPA
- Member of the Advisory Board to Micromine Pty Ltd, the UNE Senior Advisory Group and the Company of Winifred West Schools

Mr Hooke is particularly recognised for his distinguished contribution to the mining industry's embrace of sustainable development in all of its manifestations, in turn enabling the industry to recover its social licence to operate, and in particular, in strengthening the industry's relationship with Indigenous Australians recognising the rights and respecting the cultures of indigenous peoples and in establishing the basis for the sectors contribution to their socio-economic development.

He has an impressive track record in public policy development and advocacy across diverse portfolios most notably in international trade and investment liberalisation; open market economic reforms including taxation and mining royalties' and competition policy; research and development institutional arrangements and cross industry collaborative initiatives and fiscal measures; minerals exploration; land access and use including water management and security, environmental management and regulations governing project approvals and operations; community engagement and earning/maintaining a social license to operate; indigenous relations – land use agreements and native title; climate change management and energy policy; social and physical infrastructure, and education and training in vocational and professional skills development.

Mr Hooke was appointed as a Member in the General Division of the Order of Australia (AM) in 2016 for significant service to business, particularly to the mining and minerals sector, to policy development, research and trade opportunities, and to the Indigenous community.

Speaker Biographies



SCOTT MITCHELL Director, Scott Mitchell and Partners

Scott Mitchell is the Director of Scott Mitchell and Partners and has steadily grown the consulting business since its establishment in 2017.

Scott is also a non-executive Director of Snowy Hydro Limited.

In his private business, Scott is now advising major Australian

companies, including Telstra, JBS Australia, Long Term Asset Partners and Landmark Australia across a range of sectors on government relations strategies, issue specific campaigning, communications and regulatory issues at a State and Federal level.

Scott has over 20 years' experience, in the fields of agriculture, international trade policy, communications, and public policy at both State and Federal level in Australia.

He stepped down as Federal Director of The Nationals in early 2017 after five years and two successful Federal election campaigns.

Scott previously served as Chief of Staff to a Western Australian Minister for Agriculture, Forestry and Corrective Services, managed Trade and International policy for the National Farmers Federation, and had several years' experience with the Australian Trade Minister in the early 2000's.

Scott has strong and trusted relationships on all sides of Australian politics and has had extensive experience working constructively with NGO's.

Scott grew up on a mixed farm in northern Victoria, maintains a strong interest in regional Australia.



ALLAN RYAN Executive Director, Hargraves Institute

Allan Ryan is an educator, facilitator and coach who enables organisations and their leaders to deliver real competitive advantage through innovation. He works across all sectors to ensure accelerated performance and increased shareholder value is achieved through embedding

innovation strategy, culture and mindset. After working with leading organisations and detailed research, Allan determined that successful innovation is a vital part of driving both current and future growth. He works with organisations to develop a managed and detailed approach that incorporates insight, idea generation and implementation. This balance of rigour and relevance, discipline, and creativity delivers both incremental and disruptive value-added change.

Allan's experience spans fast-moving consumer goods, building, manufacturing, pharmaceuticals, paper industry, telecommunications, government and service companies. He provides consulting advice on corporate growth and performance initiatives, as well as coaching leaders of innovation and teams. As a result of extensive collaboration with leading organisations, Allan has developed proven initiatives.

Hargraves Institute was born out of Allan's passion to help Australia become more innovative, with the insight that organisations of the future would need to collaborate to maintain success and momentum. In addition to being the Founder and Executive Director of Hargraves Institute, Allan is also Executive Director of Managed Innovation International and Adjunct Professor, UTS Business School.

Attendee Biographies



JACK BARLOW jacktbarlow@gmail.com Yorke Peninsula, SA

Jack is a 28 year old mixed farmer from Southern Yorke Peninsula. He has been farming full time for eight years on his family farm, where they practice minimal tillage while incorporating sheep to diversify their income. Jack is always endeavouring to stay up to date with technology

and push the limits of agriculture.



DANIEL BREAR breard@nswfarmers.org.au South West, NSW

Dan works for NSW Farmers as a Regional Services Manager in the South Western region. Looking after an area starting in the Southern High Country across to Swan Hill, Hay to Gundagai. Dan is responsible for cross commodity member support for a broad range of commodities including Irrigated and Dryland

Cropping, Intensive and Extensive Livestock. With over 1000 active members in his region Dan deals with a variety of challenges on a day to day basis.

Dan has a background in high level operational management in Contract and Hospitality. With 16 years of experience across a broad range of disciplines. Dan also sat on the Board of the Albury CBD traders group for six years with two years as Chair. Dan enjoys engaging with people on issues and pursuing positive outcomes for his members. Dan is a forward facing and solution focused manager with experience working in complex and stressful situations.



ALEXANDRA BUNTON buntona@nswfarmers.org.au Sydney, NSW

Alexandra Bunton is the senior cropping and horticulture policy advisor at the NSW Farmers' Association, working mainly on biosecurity, agricultural science, chemicals and Young Farmers. She has an agricultural policy background, previously working at the federal Department of Agriculture and

Water Resources in areas covering cropping, natural resource management, water, and emerging infectious diseases. She holds degrees in agriculture, environment and politics.



NAT CLARK njclark1986@gmail.com Donald, VIC

Nat graduated from La Trobe University with Bachelors in Agriculture Science (with Honors) and Business in 2009. He is currently studying a Graduate Certificate in Agriculture (Precision Agriculture Program) at the University of New England. Nat was a Branch Agronomist with YP AG from 2010-

13, a Crop Scout in Canada in 2014-15 and he has worked with Farmers Edge since 2014. Nat believes the forum will give him the opportunity to become more informed about some of the issues the industry faces Australia-wide. He hopes to improve his communicative skills and see some great networking opportunities with other influential people and future leaders.

Attendee Biographies



LEON CLARKE
Leoncl1988@gmail.com
Lake Grace, WA

Leon is a fourth generation farmer who has been farming for thirteen years in Lake Grace Western Australia on the family farm. He has a wife and two daughters, and is currently the Vice President of the Lake Grace District High School Board. He has been an active participant in many of the sports on offer in Lake Grace.

Leon is an active member of the local grower group LIFT (Lakes Information Farming Technology). He liaises with various researchers to attract trials that are appropriate to his local area, which is, medium to low rainfall area. This year the cropping enterprise includes barley, oats, lupins, canola, wheat and export hay and this cropping profile varies dependent on rainfall.

Leon has a passion for sustainability; the sustainability of the business, the community in which he lives and the industry as a whole. He loves what he does and has a passion for agriculture. Leon enjoys communicating ideas and sharing knowledge with others inside and outside of the industry. He wants to improve the financial viability of the medium to low rainfall grain growers and this in turn will improve the financial viability of all grain growers.

Leon has been involved in advocacy indirectly through the WA Grains Group since it's inception in 2007. His challenge is in getting farmers young and old, informed and involved with the decision making of the industry. Leon is looking forward to the two day workshop where he hopes to gain more knowledge of effective communication by using improved media skills. He hopes to gain more understanding and perspective about the organisations that affects his family's livelihood, and he looks forward to meeting other like-minded individuals and expanding his network.



PIERS COCKBURN
pierscockburn@yahoo.com.au
Wirrabara, SA

Piers returned home to work full time with his parents in a broadacre cropping and livestock enterprise in Wirrabara, South Australia in 2016.

After completing a Diploma in Agribusiness Management in 2018, he recognises the importance of self-development and education through grower participation at conferences

and workshops to keep up to date with changes and challenges in the agricultural industry allowing for better informed decisions. In his spare time he plays tennis and football.



ANGUS CROUCH
crouchgus@gmail.com
Merriton, SA

Angus Crouch works for Capetal Advisory in advocacy and research. Angus' background is small business and broadacre farming, hailing from Merriton in SA's Mid North.

Angus has recently completed a Bachelor of Media and is currently studying towards a Bachelor of Commerce (International Business)

where he has developed an interest in policy development, media theory, and international trade.



TIFFANY DAVEY
tiff.davey@gmail.com
Konongorring, WA

Hailing from Konongorring in the Central Wheatbelt, after graduating from Ag college and doing a stint studying communications Tiffany made her way around Australia working on a number of pastoral properties over two years before returning home last year. She is now based on her family's prime lamb and

broad acre property, where they run 3500 dorper ewes with 70% of their property committed to a cropping program.

Although based on the property involved in the sheep enterprise and the precision ag areas of the family business, Tiffany also work off farm in regional events, running events such as WA's biggest Agricultural Expo, within the eco fashion industry promoting the use of wool; AgEducation programs; and, a number of other regional projects while also studying Agribusiness at Muresk. After completing her degree she wants to combine her passion for communications and international relations with her desire to be a part of an industry that ensures even the hungriest of bellies around the world are fed by combining the use of technology and science to meet the needs of the future. She is a proud AgConnectWA committee member, committed to ensuring farmers are the face of their own industry and she has a passion for telling regional stories.



ALEXANDER DAVIES
alexjdavies@me.com
York, WA

Alexander graduated from Curtin University with a Bachelor of Business in Agriculture in 2014 and then worked as a Research Agronomist based in York, WA. He now works for a private R&D and consulting company, Living Farm, where he is responsible for the management of research trials in the north and

east of the WA cropping region. He enjoys working to improve research outcomes and development techniques within the business and assisting growers achieve maximum productivity in their farming systems. Alexander also helps his dad and uncle run a mixed cropping and livestock operation in York. He is passionate about integrating innovation and technology into the family business to effectively maximise production and profit. He is looking forward to exploring the strategic issues facing the industry and learning about advocacy at a national level.



BEN FISHER
ben_fischer1@outlook.com
Keith, SA

Ben is originally from the Mid North of SA, growing up on a small family broadacre grain, lamb and beef farm. Upon completion of his secondary studies, he worked in various positions within the grain industry as well as the beef, lamb and viticulture industries prior to beginning tertiary study. Throughout his bachelor's

degree in Agricultural Science (University of Adelaide) Ben worked with the Adelaide University Agricultural Students Association (AUASA) hosting many networking, industry and technology awareness events such as Growing the Future. Ben is now an Agronomist in the Upper South East, SA, focusing on broadacre grain, lucerne seed production and AgTech (weather stations, soil moisture probes & telemetry systems).

Attendee Biographies



JACK FLAVEL

jackflavel@hotmail.com
Gladstone, SA

Jack is 20 years old and is from a small town in the Mid North of SA called Gladstone. He comes from a small cropping farm which is currently leased out.

Jack is currently in his final year of studying a Bachelor of Agricultural science at the University of Adelaide and is the president of the Adelaide

University Agricultural Students Association. He has a strong interest in agriculture and looks forward to what the future will bring.



ASHLEY FRASER

Ashley.Fraser@bakerseedco.com.au
Rutherglen, VIC

Ashley Fraser was appointed to the VFF Board in February 2019. He is a grain farmer and seed producer from Rutherglen in north east Victoria. Along with the family farm business run in partnership with his extended family, he also manages the family's seed processing business Baker Seeds.

Ashley was awarded a Nuffield Scholarship in 2012. He is a graduate of the Australian Rural Leadership Program (ARLP), and he has held numerous positions in the seed industry, including currently as a Director of the Australian Seed Authority. He became a VFF Grains Councillor in 2013 and was elected as the VFF Grains President in 2019. Ashley is married to Pamela and they have two sons.



ALISTAIR GABB

alistairgabb@icloud.com
Beaufort, VIC

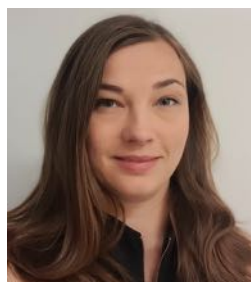
Alistair currently works in and runs jointly with his brother Simon a mixed farming business. They consider themselves very fortunate to be fifth generation family farmers.

Their operation currently consists of a mixture of broadacre cropping and a fat lamb enterprise. They endeavour to produce high yielding

feed wheats which are rotated through their grazing system for early winter feed for their sheep, with the grain produced for the local dairy industry located directly to the south or cut for hay, supplying the fodder markets. They also grow malt barley for various malt houses located in Geelong; Faba beans targeting the Egyptian export market or into stock feed rations; canola; and, a variety of annual and perennial pastures.

Alistair spent all of his twenties and early thirties travelling and working in various industries both here in Australia and internationally. He has completed a carpentry apprenticeship as well as studying agribusiness - both skills which help on the farm today on a daily basis. Alistair spent a decade working in the ski industry, a job which he still misses, but his passion for agriculture and the industry has always had a very strong and lasting pull.

He aims to create a profitable sustainable farming business model which adheres to ethical production methods, and a low stress environment for stock and employees. He also takes an interest in the protection of agriculture as an industry, an issue which in the current climate can be debated strongly by many different parties holding varying views.



MAXIMILIANE HANFT

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Brisbane, QLD

Maxie Hanft is the Grains Policy Director at AgForce Queensland Farmers where Maxie develops policy solutions together with and for Queensland grain farmers, including better access to telecommunications, easier transport of grain on road and rail, and advocating for crop insurance products that work for farmers.

Maxie has previously worked at the National Farmers' Federation (NFF) as Senior Policy Officer, Trade and Economics, and led the NFF Transport Working Group that was pivotal in bringing the Class 1 Agricultural Vehicle and Exemption Notice to fruition that facilitates the movement of large agricultural vehicles across the Eastern Seaboard.

Maxie holds a Master of Globalisation degree from the Australian National University and grew up in rural Bavaria, Germany.



CAITLIN LANGLEY

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Wagga Wagga, NSW

Caitlin is a dual American/Australian citizen who has called the Riverina home for over ten years. Having graduated from Charles Sturt University with a Bachelor of Agricultural Science in 2017.

During her time as a student, Caitlin had the opportunity to gain experience working in herbicide

resistance research and surveying, in addition to working for the DPI in the areas of soil science and cereal pathology before starting her career as a Research and Extension Officer with the not-for-profit group FarmLink based in Temora in December 2018.

Caitlin is passionate about supporting advances in sustainable agriculture technologies, and wants to lead an industry change that benefits the economic success for farmers as well as environmental outcomes.

SCOTT LOUGHNAN

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Muckadilla, QLD

My wife and I run a mixed grains and cattle operation based on the Western Downs at Muckadilla in Queensland. We have roughly 6000ac of dryland farming, which consists of a base rotation of chickpeas and wheat with a summer opportunity cropping program of sorghum and mungbeans.



We also dabble in some share farming, contract farming as well as opportunistic freight and earthmoving work. With good staff we would like to increase this area of our business in the future.

My background is a Masters Degree in Agriculture (Grains and Cotton), which I followed with ten years of commercial agronomy in Northern NSW and Southern Qld.

I see an opportunity through this Leadership Forum to be able to help our business and agriculture to move forward, through approaching issues such as the consumer disconnect (agvocacy) and attracting valuable people to the agricultural sector.

Attendee Biographies



ANNABEL MACTIER
amactier@vff.org.au
Melbourne, VIC

I have completed a Bachelor of Arts majoring in Political Science from the University of Melbourne, post graduate studies in European Studies from Monash University, as well as a short course in Agricultural Health and Medicine from the National Centre for Farmer Health.

I currently work at the Victorian Farmers Federation as a Policy Advisor for the Grains Group and am on the board of Partners in Ag, an organisation that delivers professional learning to the agricultural sector in Victoria and Tasmania. The GPA Leadership Forum would be a fantastic opportunity to learn more about national grains issues, build my industry network and improve my communication skills.



MATTHEW MADDEN
maddenmh@hotmail.com
Moree, NSW

I am a graingrower from east of Moree NSW, producing a variety of dryland crops including wheat, barley, chickpeas and sorghum.

As well as having spent the last 37 years after attending Orange Agricultural College working,

managing and owning farm business I have also worked in a local Agribusiness supplying speciality grains in the Australian market as well as some export grain. I have been member Farmers Grains Committee for the last three years and chair since July 2018.



FIONA MARSHALL
redbank615@bigpond.com
Mulwala, NSW

Fiona has been farming with her husband Craig for 23 years at Mulwala in the Southern Riverina. They are broadacre, dryland grain producers and also operate a sheep enterprise.

Fiona has a background in applied science and education and is

currently serving as a GRDC Southern Panel Member and a committee member of Riverine Plains Inc, an independent farming systems group. She is passionate about improving the profile and profitability of Australian grain growers.



STEPHEN MARSHALL
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Coalstoun Lakes, QLD

I am currently a farmer on a property known as "Hilton" located at Coalstoun Lakes (also known as Dundarra) in rural Queensland. The property has been in my family since 1910 and I am the fifth generation to farm this land. I grow mostly peanuts, forage sorghum and corn in Summer and when rainfall allows,

we have winter crops of oats and wheat. In addition to farming, I also operate a contracting hay business in the Burnett region. I live on the farm with my wife Sue who is also a delegate at the conference. When I do get away from the property, I enjoy watching football and travelling.



SUZANNE MARSHALL
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Coalstoun Lakes, QLD

I live with my husband Stephen on a mixed grain and peanut farm at Coalstoun Lakes in the Burnett region of Queensland. I have three children and three beautiful granddaughters.

I currently work part time as a Diversional therapist and Safety

officer for Blue Care in the North Burnett. I am involved in both the physical and financial side of our farming business and in recent years completed a Certificate in Rural Records and Management. I am Vice-President of our local Coalstoun Lakes Hall Committee and am a member of Coalstoun Lakes Water Development group and also our local Agforce group. My hobbies are gardening and cooking and at present I am establishing a small avocado orchard that will add another dimension to our farm.



LEIGHTON MCDONALD-STUART
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Adelaide, SA

Leighton McDonald-Stuart actively takes part in policy development, advocacy, communications, and research through his role at Grain Producers SA. He has recently completed his Bachelor of Laws and Bachelor of Arts where he developed an interest in policy, competition law, and international trade.



JAMES MCEACHERN
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Wingee, VIC

James holds a Bachelor of Agricultural Science from the University of Melbourne. He runs a mixed farming operation west of Geelong raising a self replacing merino flock, Hereford cattle, as well as cropping cereals and canola.

He has been a VFF member for

two years and this year has seen first-hand how farmers need a united voice after receiving a rates bill from his local council showing an unreasonable increase!

After attending the GPA leadership forum, James hopes, in particular, to understand how various issues get attention within government and to learn how to effectively deal with such issues, and meet some like-minded farmers from across the country.



MADDISON MCNEIL
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Melbourne, VIC

Maddison recently moved to Melbourne to be Executive Officer at GPA. She is from a wheat and sheep farm in Kellerberrin, 200km east of Perth in WA.

Maddison previously worked as Grains Policy Manager at WAFarmers Federation and as a Policy Analyst

at Australian Hotels Association WA. She is passionate about working with farmers and government to understand the challenges of the grains industry in Australia.

Attendee Biographies



JASON MELLINGS

jmellings@optusnet.com.au

Charlton, VIC

Jason Mellings is the VFF Grains Group Regional Representative in Charlton.



CAROLINA MERRIMAN

cmerriman93@gmail.com

Yass, NSW

Carolina Merriman is a sheep producer in Yass, and was recently elected as the first female chair of the NSW Farmers Yass branch. Carolina has a passion for agriculture and especially helping young farmers be great innovators to help secure the industry's future.



RYAN MILGATE

milgateryan@gmail.com

Minyip, VIC

Ryan was born and raised on a mixed cropping farm at Minyip in the northern Wimmera region of Victoria. He has always had a real passion for agriculture and upon leaving year 12 from Donald High School he studied and successfully completed an Adv Dip Applied

Science (Farm Management) at Glenormiston College. Since completing the course he has spent time as both an assistant manager, a contractor and a farm manager of diverse farms through western Victoria and Southern NSW. In 2010, he returned to his home farm and also started his own contract spraying business.

Ryan has always been a keen participant where possible to help better the industry and has served in roles in the past such as president of the Glenormiston student association, chair and committee member of the MacKillop Group, committee member of the Vic Groundsprayers Association and more recently Wimmera region VFF grains councillor and Vice Chair of the Wimmera VFF branch.

Being involved in advocacy for the ag industry is something Ryan is becoming more passionate about as he becomes more involved. He sees it as his role to help advocate not only for the farmers of today, but more importantly lay a good solid foundation for the next generation (including his two young sons) to take advantage of the opportunities this fantastic diverse industry provides.

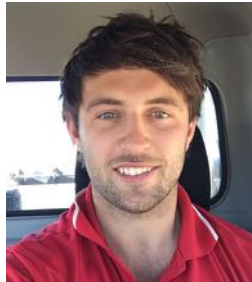


CHRIS MOLONEY

cjmoloney1405@gmail.com

Arthurton, SA

Chris is a 5th generation farmer at Arthurton, SA. He is focused on sustainable food production including bread wheat, malt barley, lentils & chickpeas. Chris is also studying part-time a Master of Agribusiness at the University of Adelaide. He is very passionate about the business of agriculture.



WILL MURDOCH

tuckokcowie@internode.on.net

Warooka, SA

Will has a Certificate 3 in agriculture, and he has been home on the farm for eight years, and managing it for the last three. The business is mainly a grain growing enterprise but they also run cattle and sheep.

Since becoming a manager in the business, he has come to realise

that the opportunities and influences affecting the grain growing business come from beyond the gates.

He sees the leadership forum as an opportunity to gain leadership skills which will not only improve his business but his understanding and contribution to the local community.



AMELIA NOLAN

an18@live.com.au

Perth, WA

Amelia (Milly) is from a small sheep farm in Western Victoria. She is currently studying Animal Science and Crop and Pasture Science at Murdoch University in Perth, along with cross-institutional study with the University of New England.

She works as an academic research assistant for Murdoch Uni and at a sheep feedlot south of Perth. She has a passion for agriculture, particularly sheep, wool and grains and is excited to see where a career in agriculture can take her.



NATHANIEL O'HARE

Nathaniel@prosperagri.com.au

Mount Pleasant, WA

Nathaniel is a Farm Management Consultant, working with the proprietors of grain and livestock producers to optimise their business management.

He has been in the ag sector since 2006, after starting his career as an ag banker and moving into management consulting in 2011. Nathaniel started his own farm management consulting business in 2016.



GERARD PAGANONI

paganoni@iinet.net.au

Broomehill, WA

Gerard has been farming for 25 years in Broomehill WA, where he currently crops wheat, barley, canola, and also produces sheep and wool. He was a board member of Council of Grain Growers Organisations (COGGO) for six years, where he was chair of the finance

committee for two years.

He is currently on the Council of Wheat Quality Australia, representing growers nationally, a committee member of the WA Soft Wheat Growers Association; Vice-President of the Wagin and Districts Trotting Club; and President of the Gnowangerup branch of the Liberal Party.

Gerard has a degree in Science from Murdoch University.

Attendee Biographies



NICK PANIZZA
nipanizza@aprelia.com
 Williams, WA

Together with his parents, wife and brother, Nick runs a family farming operation in Williams, WA. Their enterprise consists of cropping canola, barley, oats, hay and lupins and running sheep. Nick strives to be better and to continually improve both personally and professionally.

His greatest achievement to date is his family, his wife Jen and two boys. Nick aims to leave his boys an industry that is positive and attractive for them to continue the family farm into a fifth generation.



DAVID PETERS
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 Allora, QLD

David runs a mixed grain and cattle farm on the Darling Downs. He did a certificate in Agriculture at Dalby Ag College and completed a mechanic's apprenticeship before returning home to the farm.

He farms in partnership with his wife, Tanya and teenage children, Max and Elyse having added a few neighbouring

properties to their portfolio. They also have a contract cleaning out commercial chook sheds which ties in well with their farming operations.



SHANE PETERS
shane.tab@hotmail.com
 Victoria Hill, QLD

Shane was born and bred on the land at Allora, QLD and at 22 yrs old after completing a sheet metal trade he came back to the family farm.

After marrying, he and his wife Tabitha branched out on their own. They have three young children and together they run STP Farming Pty Ltd. Their 670 ha is a full Controlled Traffic

Farming growing seasonally corn, sorghum, millet, beans, wheat and barley. They also have grass and creek country on which they run Droughtmaster breeders with Angus bulls and weaner steers.

Shane is the President of the Allora Clifton Top Crop Group and a member of the Rural Fire Brigade, Victoria Hill Hall group, St Patrick's School Allora P&F, Allora Swimming Club & Wattles Junior Rugby League. His family loves farming, the life and opportunities it gives them and they feel very proud and fortunate to be able to do what they love.



BENJAMIN PITT
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 Mt Barker, SA

Benjamin's family have been primary producers in the Adelaide Hills for over 100 years.

Predominately their background has been in dairy but since completing a Masters in Agribusiness from the University of Adelaide he has been researching how to improve logistics networks on the Yorke Peninsula for

grain producers. Benjamin has experience in various other forms of agriculture but has a passion for broadacre cropping and its role in Australia.



PATRICK SMITH
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 Pingrup, WA

Patrick is a fourth-generation farmer with six years of farming experience in broadacre continuous cropping, cattle feedlot and breeding, sheep enterprises and pasture establishment. His passion is technology and its positive future implications for agricultural. He is concerned

about protecting farmer IP, data and privacy and about the issues facing young farmers, such as decreasing margins, the reduction in numbers in rural communities brought on by increasing farm sizes, corporate farms and land prices. He looks forward to becoming one of the young leaders of an agricultural advocacy group that benefits farmers and hopes the forum will help give him an understanding of how agri-politics works; using social media effectively; and, networking opportunities.



NATALIE SOMMERVILLE
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 Andrews, SA

A Mid North broadacre cropping and livestock farmer for 15 years and an agricultural contractor, Natalie manages a farming business Windjara Ag with her husband Dane and two children. She also volunteers on many community, industry and government boards including

South Australian Grain Producers SA (GPSA) sub-committees. She is an advocate for sustainable agriculture and improved environmental landscape function for long-term production and biodiversity.



REBEKAH STARICK
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 Punthari, SA

Rebekah is originally from the Murray Plains region of SA, growing up on a broadacre cropping and pig farm. She went on to study agricultural science at the University of Adelaide. Rebekah is a graduate agribusiness consultant for Rural Directions working with the grain marketing

team. She is involved with the local farming systems group, and has been active with the Adelaide University Ag Students Association, the SA Country Shows Young Rural Ambassador competition, Food and Fibre Education SA, Growing SA, Thriving Women and Innovation Generation.



MATHEW WILKINSON
mathew@marocreek.com
 Snowtown, SA

Mathew is operations manager on the family property, Maro Creek, a cropping and sheep farm. Mathew has worked in various places including Roxby Downs, Scotland and England, gaining diverse and valuable experience as well as fulfilling his dream to join a harvest crew in America and Canada. He

has a Cert III in On Farm Training and a Diploma in Agribusiness Management. He has an American wife and two young boys and is an active community member.

ATTACHMENT III - GOVERNANCE TRAINING FOR GRAIN LEADERS

Grain Producers Australia is proud to report that fourteen grain industry leaders have attended and completed, or are in the final stages of completing, the Australian Institute of Company Directors (AICD) course. Feedback from course participants has been extremely positive and GPA believes this individuals are now very well placed to continue a strong contribution to the Australian grain industry.

	AICD Course Participants	Role
1	Luke Arbuckle	Director, Grain Producers Australia
2	Steve Ball	Director, Grain Producers Australia
3	Andrew Earle	Director, Grain Producers Australia
4	Mark Fowler	Grains Vice President, WA Farmers
5	Ashley Fraser	President, Victorian Farmers Federation Grains Group
6	Matthew Madden	President, New South Wales Farmers Association Grains
7	Fiona Marshall	Member, New South Wales Farmers Association
8	Adrian McCabe	Vice Chair, Grain Producers South Australia
9	Gerard Paganoni	Director, Grain Producers Australia
10	Tim Rethus	Director, Birchip Cropping Group
11	Andrew Weidemann	Chairman, Grain Producers Australia
12	Dion Woolford	Director, Grain Producers South Australia
13	Zachary (Zach) Whale	Grain Policy Director, Agforce
14	Duncan Young	Grains President, WA Farmers





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