SRDC Travel and Learning Project final report Generation Next forum

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Prepared by:
SeeChange Consulting
SUMMARY

On Thursday 26th and Friday 27th March 2009 a two day forum was held at Hinchinbrook Marine Cove in Lucinda and this forum was entitled:

‘Vision, Influence and Action’

The purpose of this forum was to provide people within the sugar industry, who are 25 to 45 years of age, with the opportunity to come together to share their picture of the sugar industry in five years time, as well as to work together to determine the strategies that need to be enacted to make these visions become a reality.

See Appendix One for a list of attendees and dinner guests.

PROJECT OBJECTIVES

As a result of this forum attendees will gain:

- An awareness of how different people perceive the current state of the industry
- A clear understanding of different people’s vision for the sugar industry
- An opportunity to develop strategies (steps of action) that must happen if this vision is to become a reality
- An awareness of how to influence those in influential positions within the industry - to get them on board to help make these strategies happen in future
- A greater understanding of tools they can use to build their resilience in times of change
- A increased awareness of the stages of change and how to implement a change process to increase the likelihood of creating positive change in their industry

OVERVIEW OF KEY LEARNINGS

As a result of this forum, feedback was gained from the attendees (see Appendix Two), as well as documentation created of all that was discussed (see Appendix Three).

After analysing this information and from watching and talking with attendees at the forum, some key learnings were apparent:

- To have maximum positive impact, focus only on what is within your circle of influence
- It is important when trying to influence others that you take the time to build rapport with them – find out what is important to them first, before asking them to listen to your point of view
- It is important to look into other industries to find out the great things they are doing, and then think about how these ideas could be transferred to your industry
- Adversity in an industry creates opportunities for change
- Building and relying on your networks helps to turn problems into solutions
SUMMARY OF IMPLICATIONS AND RECOMMENDATIONS

The main implication of this workshop is that it has been yet another tool to assist ‘young’ people to continue to become part of the ‘active’ membership of the sugar industry. Whilst they still continue to struggle with becoming part of the decision making processes in their industry, they are now more equipped to start connecting with the key decision makers and use the tools they’ve learned to influence these people more positively. They are also continuing to value the importance of getting together regularly to share their issues and discuss options for solving them – the ‘six heads are better than one’ principle.

As a result of this successful forum I would recommend the following options:

- That key attendees at this forum are assisted/encouraged to get together within the next six months and talk about the progress they have made on the plans they made at this forum.

- That a 12 month leadership development program be developed and delivered to those aspiring to positively influence change in the next ten years within the sugar industry. This program would be ‘project’ based and would require the selection of key people who are already leaders in the industry to act as mentors to guide and support the participants. Funding for this type of program could be sourced using the knowledge of key guest speakers at this forum, for example, Karen Baum (dairy). Karen’s knowledge could also be used to set up the mentoring program given that she has extensive experience with this in the dairy industry.

- That this type of forum be held every 12 months with the purpose of continuing to build not only the ‘technical’ sugar skills of each of the people who attend, but also their ‘people’ skills, networking and influencing skills, as well as the skills required to build their capacity. Without such follow up the tremendous in-roads made at this forum will be lost.

ITINERARY/FRAMEWORK

The framework developed and followed for the forum is contained in Appendix Four.

In order to prepare for this forum and guide the development of the forum, with SRDC’s help, a Steering Committee was put together containing people who had either participated in Generation Next forums before or were interested in assisting with getting young people together. The names of these people appear in Appendix Four. Together with SeeChange Consulting they developed the content for the forum, as well as organised speakers, the venue and promoted the event.

At the forum, each member of the Steering Committee was asked to perform certain duties to aid the flow of event which they did with a great deal of professionalism. The idea of getting these people involved was to help them build their individual skills in delivering a forum for their peers – something they may wish to do in the near future.

ECONOMIC/SOCIAL/ENVIRONMENTAL BENEFITS TO THE INDUSTRY

Social benefits to the industry include:

40 young people in the industry actively involved in the Generation Next and eager to actively participate in the future of the industry. They now have a clearer understanding of strategies required to influence people and build their own levels of resilience in order to stay committed to changes in the industry.
One of the most significant outcomes to date has been the networks formed across sectors and regions. Such a forum has created an awareness of the breadth of young people who are enthusiastic about the industry. Such a forum has supported not only networks between the group of participants but also provided an opportunity for them to network with current leaders in the industry.

Should the industry as a whole continue to support the next generation of people to become active in the industry, this will benefit all parties enormously. It is vital that the current leaders continue to be educated about the benefits gained from supporting and embracing the ideas and changes of the next generation, as without this support the industry won’t contribute positively to the Australian economy, or possibly even survive.

This forum has increased our understanding of the Next Generation’s views. They provided us with an insight of their vision of the issues and opportunities of the industry. By understanding what the vision of the industry is and what their interests are this then provides an opportunity for the industry to support and encourage this group and therefore feed their enthusiasm.

The information provided at the workshop also provides a platform for industry to encourage new thinking and then this can contribute to the building of a better and brighter future for industry.

**COMMUNICATION**

Please refer to *Appendix Five* for a list of all the communication that was created about this forum.

- ABC radio segment - *ABC North Queensland (Townsville) Rural Report* - 27/03/2009 - 06:20 AM  
  Nathalie Fernbach
- Enews March 2009
- Mackay CANEGROWERS newsletter
## APPENDIX ONE

### PARTICIPANTS

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<thead>
<tr>
<th>Name</th>
<th>Location</th>
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<th>Company</th>
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<tr>
<td>Jayson Dowie</td>
<td>Ayr</td>
<td>Extension</td>
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<td>Lawrence DiBella</td>
<td>Ingham</td>
<td>Extension and Research</td>
<td>Herbert Cane Productivity Services Limited</td>
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<td>David Moller</td>
<td>NSW</td>
<td>Milling</td>
<td>Broadwater Mill</td>
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<td>Jesse Barbera</td>
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<td>Milling</td>
<td>ASMC</td>
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<td>Mario Porta</td>
<td>Ingham</td>
<td>Farmer</td>
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<td>Gerard Puglisi</td>
<td>Mossman</td>
<td>Farming and Transport Services</td>
<td>Mossman Agricultural Services</td>
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<tr>
<td>Lisa Fowell</td>
<td>Mackay</td>
<td>Extension</td>
<td>Mackay Area Productivity Services Ltd</td>
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<tr>
<td>Toni Anderson</td>
<td>Ayr</td>
<td>Extension</td>
<td>BSES</td>
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<tr>
<td>Palmina Bonaventura</td>
<td>Mackay</td>
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<tr>
<td>Jason Benn</td>
<td>Innisfail</td>
<td>Farming</td>
<td>Innisfail Babinda Cane Productivity Service</td>
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<td>Anna Satje</td>
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<td>Extension</td>
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<td>Charissa Rixon</td>
<td>Tully</td>
<td>Service</td>
<td>Syngenta Crop Protection</td>
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<tr>
<td>Daniel Zamykal</td>
<td>Townsville</td>
<td>Research</td>
<td>JCU</td>
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<tr>
<td>Carolyn Martin</td>
<td>Brisbane</td>
<td>Research</td>
<td>SRDC</td>
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<td>Diana Saunders</td>
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<td>SRDC</td>
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<td>Chris Kirk</td>
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<td>Anthony Girgenti</td>
<td>Ingham</td>
<td>Research and Farming</td>
<td>SUGAR CANE H-E-L-P SERVICES</td>
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<td>Peter Zahra</td>
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<td>Tanya Sheahan</td>
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<td>Heidi Clements</td>
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<td>Adam Royle</td>
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<td>Aston Craig</td>
<td>Ingham</td>
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<td>CSR Sugar</td>
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<td>Dave Innes</td>
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<td>Mark Whitten</td>
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<td>Bryan Granshaw</td>
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<td>Jason Shepherdson</td>
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<td>Shephersdon Harvesting</td>
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<td>Justin Cursio</td>
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<td>Scott Underdown</td>
<td>Prosepine</td>
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<td>Jo Brooksmith</td>
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<td>Daren Reinaudo</td>
<td>Ingham</td>
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<td>Mark Poggio</td>
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<tr>
<td>Tom Rainey</td>
<td>Brisbane</td>
<td>Researcher</td>
<td>QUT</td>
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<tr>
<td>Sarah Iddles</td>
<td>Airlie Beach</td>
<td>Service</td>
<td>Syngenta Crop Protection</td>
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### SPEAKERS

- Dominic Nolan
- Alan Garside
- Karen Baum
- Frikkie Botha
- David Martin
<table>
<thead>
<tr>
<th>Name</th>
<th>Company</th>
<th>Title</th>
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<tbody>
<tr>
<td>Deepak Desai</td>
<td>Ethanol-India</td>
<td>Chief Consultant - Brains Consulting Group (India)</td>
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<tr>
<td>Mark Day</td>
<td>CSR</td>
<td>Executive General Manager of CSR Sugar Mills</td>
</tr>
<tr>
<td>Dominic Nolan</td>
<td>ASMC CEO</td>
<td>CEO - ASMC</td>
</tr>
<tr>
<td>Alan Garside</td>
<td>Researcher - BSES</td>
<td>Research Leader - BSES</td>
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<tr>
<td>Frikkie Botha</td>
<td>SRDC CEO</td>
<td>CEO- SRDC</td>
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<tr>
<td>Caroline Coppo</td>
<td>Board Director SRDC</td>
<td>Board Director- SRDC</td>
</tr>
<tr>
<td>Karen Baum</td>
<td>Dairy Industry- Young People</td>
<td>Dairy Industry Consultant</td>
</tr>
<tr>
<td>Paul Sgarbossa</td>
<td>Burdekin Grower- member of BSES board</td>
<td>Chairman Burdekin Productivity Services/ BSES board member</td>
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<tr>
<td>Alf Cristaudo</td>
<td>Canegrowers Chairman</td>
<td>Chairman of CANEGROWERS</td>
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<tr>
<td>Ross Walker</td>
<td>ACFA Chairman</td>
<td>Chairman of ACFA</td>
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<tr>
<td>Dave Williams</td>
<td>Manager- Townsville and Lucinda Bulk Sugar Terminals</td>
<td>Manager- Townsville and Lucinda Bulk Sugar Terminals</td>
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<tr>
<td>Bill Kerr</td>
<td>ABC media</td>
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<tr>
<td>Ashton Benson</td>
<td>BSES extension</td>
<td>Snr. Extension Officer - BSES</td>
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<tr>
<td>Michael Setton</td>
<td>HCPSL Manager</td>
<td>Acting Manager- HCPSL</td>
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<tr>
<td>John Markley</td>
<td>Mackay Sugar</td>
<td>Productivity and Projects Co-ordinator- Mackay Sugar</td>
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<tr>
<td>Burn Ashburner</td>
<td>MAPs</td>
<td>General Manager- Mackay Area Productivity Services Ltd</td>
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<tr>
<td>Eddie Gilbert</td>
<td>DPI Regional Director</td>
<td>Regional Director-Regional Delivery North Department of Primary Industries and Fisheries</td>
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<tr>
<td>Mrs Gilbert</td>
<td>Local Council</td>
<td>Local Council</td>
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<td>Sherry Kaurila</td>
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<tr>
<td>Brent Robino</td>
<td>Generation Next Participant</td>
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<td>Peter Holden</td>
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<td>Agri-Industry Development Officer Department of Primary Industries and Fisheries</td>
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<tr>
<td>Steve Guazzo</td>
<td>Board Director SRDC</td>
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APPENDIX TWO

FEEDBACK FORM
GENERATION NEXT FORUM
26TH AND 27TH MARCH 2009

Overall, how valuable was this forum for you?
Average Score – 8.2

How would you rate the speakers’ presentations?
Average Score – 8.4

What did you learn about:-

- Creating strategies for change
  - That you need a clear and concise strategy that targets only what you can affect
  - Share your thoughts with others
  - Be open minded to all ways
  - Identifying the road blocks and that it is better to go around than keep trying to go through
  - Good in focusing and providing the skills to look at the big picture which we usually don't operate in.
  - We looked at ways to approach problems
  - Be realistic – aim inside circle of influence. Don’t waste time and energy trying to change things on a huge scale on your own
  - Can not be done without working out what went well and what didn’t – realise the mistake and work out a plan
  - Shows us how to move ahead, moving past
  - Be positive in the path you choose.
  - Sit back and plan
  - Being open minded.
  - Can not be as clear cut as you expect
  - Look at the positives, there are roadblocks but we need to find a way around them
  - How to deal with a changing world
  - Focus of circle of influence
  - Set goals and targets – objectives and expected outcome. Review and reset goal if needed.
  - Better understanding of feelings related to change
  - Gives us hope to press on and give us a new plan to work on a fresh approach. Give at the end a better bottom line.
  - You need a strategy and vision to strive for others it's all activity not productivity
  - Know my target audience and set realistic targets.
• **Chosen and Unchosen Change**
  o Some unchosen changes can be good in the long term despite initial resistance.
  o Be forward in choosing your own change to minimise the unchosen
  o To think things through more
  o How to identify the steps that people go through when undertaking change
  o Interesting to understand more and other feelings and styles of change process – have done fair amount of training on this but this was the first time head about different stages.
  o Problems out there such as reef rescue we can do nothing about other than work down a different path to go forward.
  o Outcome driven
  o Accept where can’t influence decision
  o How they can affect you on a lot of different levels
  o There will be brick walls. Move on.
  o Resolution, Exploration, Acceptance, Self Justification, Negation.
  o Strategies to make it happen/deal with it.
  o How to analyse each emotion.
  o To think things our more carefully
  o Interesting but I did not consider relevant
  o How to deal with the unexpected
  o Unchosen change brings strong emotion from people
  o Feelings, reaction, acceptance. Can adopt to all things in life.
  o The feelings and processes associated with them.
  o Chosen change a better controlled approach. Unchosen no control
  o Something you can’t change, stay within your circle of influence
  o Made me understand my life and was a little comforting for me.

• **Action Learning Cycle**
  o That it can help to stop and take a look at the big picture to put you back on track
  o Strong on action but weak on learning
  o Be patient and think problems through, create a plan that works.
  o To spend more time in acting on something
  o Identify a system on how to best carry out change
  o Interesting session, learnt to use positives and draw backs and learning experience – so that success is good management not good luck
  o Working through problems one step at a time.
  o Each step is important. Sugar industry needs to learn to reflect and plan rather than just take action.
  o All parts must be fulfilled to be successful
  o Plan, Act, Reflect, Learning good ideas.
  o Reflect in things that did not work – learn form it. Reflect in things that did work, also learn from it.
  o Only control what government have control over.
  o To plan better and learn from mistakes.
• Useful to have for large situations
• Very good presentation hit a few chords
• Good way to overcome problems with both at work and home
• Very useful took, outside perspective is sometimes essential
• 4 stages involved. In the past I did not do this. I usually don’t look at the reason why went wrong, I just did it different next time without questioning why.
• Have to breakdown/categorise and review and experience
• Very good, a constructive approach to putting ideas forward.
• I will use this strategy when undertaking my job.

• Having great conversations and networking
  • Room/venue choice is very important
  • Lead in more gently to conversation before discussing my purpose
  • Find a common ground to have a relaxed zone and build your case gradually
  • Be yourself
  • Really good exercise to assist in planning an effective conversation (KFC) with influential people
  • Good change to meet people
  • Meet people form other area which I thought I would have nothing in common with but conversation was very successful
  • Listening. Maintain eye contact. Plan what you want to say and how you want to get your message across before hand.
  • Making them count or effective
  • Awesome fun.
  • Great group of people from the industry to interact with. Lots of enthusiasm.
  • How to communicate
  • Learn from other people, share ideas
  • Still feel somewhat unsure but when forced could at least say Hi
  • Learnt a lot about myself
  • Plan what you want to achieve – objectives
  • Paying attention to people, listen, prepare and be adaptable
  • Open up and find similar interest. Conversation grows.
  • Create a better rapport
  • Better resolutions on outcomes, more positive on all of group.
  • It is a skill.
  • I realised I am not alone on some issues, and there are like minded people in my industry.

What information do you intend to use as a result of attending this forum?
• That not everything is in your control so only change what you can
• Networks, strategy for achieving goals
• Planning discussing more of what we do. Talking to more like minded people from the group.
• Action
• The solution to start education to start a package rolling and assist with it’s development
• Networking, all information through it was an excellent forum
• How to become a better leader and how to push forward with new projects
• How to develop effective strategies that will have a real achievable outcome to positively benefit the industry.
• Understanding people’s attitudes and body language in communicating with them.
• Continue with a positive attitude about our industry and only changes what we are able to change
• Vision, Issues/Ideas – try to progress the group then.
• Networking
• People skills, more efficient framing systems.
• Goal Organising, people
• All of it
• Action Learning
• Unchosen change needs to be identified and people going through this need to be considered
• Influence people who you can.
• Networking and general sugarcane information
• Communication improvements, improved plans, more thick outside the circle.
• I was happy to see how positive some people are about the sugar industry and will keep this in my own circle.
• I intend using some of the strategies I have learnt over the past 2 days.

How could the forum be improved?
• Better dinner function site, less guests for dinner so able to spend more time for discussion.
• Be larger so you can get to know more people
• If continue promote as a skills workshop also – as that is what it taken away form the conference
• More time – a little more focus or actions form forum – felt this was a little rushed.
• Start forum earlier in week, so no rush to get home on Friday afternoon.
• More prizes for bingo!
• I’d like to hear and see feedback after we leave!!
• More time to mingle and compare notes.
• Dinner interactions, perhaps other format.
• A segment from the banking industry
• Do not separate certain section a small break is good but felt we lost the flow
• Layout was about the only drama.
• Traveling time after second day not suitable for all.
• Excellent
• Absolutely need more growers involved.

Additional Comments
• Workshop was extremely well done. Well done guys!
• Easy to move forward when other group members are from the same area.
• Both Tracy and Maria you were excellent and engaging presenters that knew their stuff. Congratulations!
• Great
• Toys were fantastic!! Tracy and Maria were dynamic and enthusiastic
- Great forum. Keep up the laughs!
- Good fun and good to see people out there that are keen.
- I like the circle of influence.
- A great 2 days excellent job done by Maria and Tracy
- Great forum, good job
- Thank you very much for the experience.
- Great to see so many big leaders at the dinner.
- Take my hat off for Maria and Tracy.
- Very efficient structure.
- I will continue to seek to advance my industry and seek to influence government and others of the benefits of our crop. This will lead to value adding and bring security and prosperity to our industry.
APPENDIX THREE

SUMMARY OF RESPONSES GATHERED FROM ALL SESSIONS

Visioning Activity

It is March 2014 and we have:

Heidi Clements
- A positive sugar industry that is working with government and other organisations towards being sustainable using such technologies as GM, tissue culture, break crops, milling methods, eco-friendly chemicals and tolerant varieties, which in turn will ensure financial viability and continued survival.

Peter Zahira - Look forward not back
- Stop squabbling and move on
- Move forward as industry, not alone
- Produce fertiliser for mill by products to help ourselves
- Bring younger generations back to farm

Justin
- Diversified the industry into other value-adding products such as Ethanol, Bio-diesel, composts, paper
- Improved miller/grower relationships and improved in sharing ideas of best practice to be cost-efficient and sustainable for the future

Bryan
- A coordinated focussed “Food, Fibre, Energy” production industry

Darren
- We have products we produce from cane – in a mill owned by us (the community)
  - Sugar
  - Ethanol
  - Co-gen
  - Plastics
  - Compost
- More stable income
- Better lifestyle as a farmer with family

Tom Rainey
- Developing regionally unique value adding projects, eg. Paper, ethanol, platform chemicals, dietary fibre
- Fostering a positive culture of trust because of increased profitability of sector

David Carr
- Sugar industry creating a lot of by-products
- A secure industry with a great future
- Recognised as being environmentally responsible

Ross Walker
- A diversified product base with farmers involved throughout the value chain
- An industry that is profitable and expanding and seen as a world leader
- An industry that is addressing and improving it’s environmental footprint
Manio Ponta
- We have 3 children
- Expanded the business
- Improved the social structure in Australia
- Finding more time for the family
- Government has united the country in a positive approach
- Improved water conservation in Australia
- All debts are paid for
- Putting cane data to work on the farm and the environment

Mark
- Profitable and environmentally sustainable industry
- National industry leader
- Coordinated and progressive industry that harnesses innovation
- Open, transparent and accountable farming enterprises, all with detailed FMS
- Improved innovation at all levels

Raldo
- Optimum row spacings that have improved yields
- Debts are paid
- Machinery modified
- Good sugar price

Clarissa Rixon
- Value-adding products are viable
- Cellulosic production of ethanol and juice for ethanol has been achieved. Cellulosic ethanol production means that forage crops and timber can be used through the same plant for year round production efficiencies
- Payment is now a profit share
- Diversification of crops and the timber industry now positively influence the local economy

Nathalie
- A diverse range of products that cane is used to create, eg ethanol, plastics, power and sugar
- Each growing area is serviced by several mills which produce these various products
- Farmers are making more money and that wealth is being reinvested in the industry
- The relations and communication between growers and millers has improved

Lawrence di Bella
- Powering people
- Powering cars
- Powering homes in an environmentally sound manner

Michael
- Improved farming practices to increase crops
- Mills have continued to produce by-products. These returns from by-products are partially passed to farmers to make farming sustainable. Now people can see there is a future in the sugar industry and this has attracted the NEXT GENERATION to farming in the future

Chris Kirk
- Modernised infrastructure and farming practices, improving efficiencies and encouraging participation in the industry

Don
- Better lifestyle
- More cane farms
- Better understanding of by-products
- More dollars

Sarah
- Improved better efficiency and techniques to improve and enhance our sugar profitability and farming practices
• Seen positive results from the research and development projects that were being worked on in 2009-04-16

Anna Satje
• A high degree of use of mill by-products to satisfy nutrient needs and a lower dependence on inorganic fertilisers
• A better understanding of soil type vs variety performance as a result of merging soil maps with farm maps, and variety performance data = better variety selection for maximum profit
• A more integrated knowledge base for decision making

Jesse
• Become a cane-based biomass industry, centred around a biofactory
• We produce lots of cool stuff
• Everyone gets paid big dollars
• We all drive hovercars

Miles
• We have regions of cane – North, central and southern
• We have alternatives to sugar
• We are more sustainable
• We are working closer with government departments
• We have gene technology

Andrew
• An industry that is not solely reliant on the exported value sugar
• An industry that has a government that offers a greater amount of support to it’s growers in terms of funding and motivation to move into alternative uses for sugarcane

Adam Royle
• Broken down old barriers to become a united and sustainable Australian industry, offering a wide range of products and services to the world

Daniel Zamykal
• An industry that is diverse that produces a range of products
• We also use the information about the crop and growing conditions to improve environmental and economic sustainability

J. Dowie
• Achieved a sustainable sugar industry, providing real benefits to growers and millers in creating viable alternative uses and products to the global community

Aston
• Changed the way we use our resources, green power, bio fuels, and plastics are a source of income
• We are diverse and can handle market changes, not only sugar determines our future

Toni Anderson
• Initiated sugarcane product diversity programs within each of the growing regions
• Become recognised for environmentally responsible programs and industry practices
• Been proactive in identifying and addressing industry issues

Scott
• Value adding industry in energy and fibre, chemicals, etc
• Bolster against market fluctuations

Carolyn
• We have come a long way from a cup of sugar
  • Ann innovative, productive and valuable industry across the supply chain
    • competitive advantage
    • new dollar products (biomass, bioenergy, diversity)
    • new export markets
    • market demand dollars
Diana
• Become a more attractive and sustainable industry
• Applied innovation and have new venue streams that provide real benefits
• A supportive culture that encourages innovation, change and drives the industry forward

Palmina
• The most advanced agricultural industry in the world
• The Australian public are so grateful for sugarcane and all the products it can produce
• Everyone wants to be part of our industry and the Cowboys won the premiership AGAIN!!

David Moller
• Changed the perception of the sugar industry from something to get out of, to an industry to get into

David Innes
• Come together as an industry
• Begun to diversify, and as a result have become a more stable and sustainable industry

Gerard Puglisi
• A sustainable sugar industry with a good communication between all industry sectors

Sheppo
• A profitable and desirable sugar industry

JB
• Not working full-time
• Not growing sugar
• Fishing
• Breeding poultry
• Educating my kids

Anthony
• Many companies producing from our can
• The capacity to grow cane rather than sugarcane
• Allowed us to achieve better value for our product and equipment used to grow and harvest cane
• Government, as well as the public, see us as an enviro business
• Quality on farm has improved

??
• Greater regulation (environment, OHS, pesticides, fertilisers, etc)
• Less farmers
• Larger proportion of corporate/multi-ownership farms
• Greater use of various methods to reduce risk and increase profitability, eg large scale, across crops, across countries, multiple products from cane
• Competition will be between businesses – compared with the current between countries
• Securing food supply will be a major issue
Issues That Exist in the Industry

**Group A**
1. Money returns/yields – not enough pay for cane  
   - David
2. Lack of incentive to diversify  
   - Andrew
3. Attraction and retention of young people  
   - Carolyn/Michael/Gerard
4. Lack of industry unity and communication  
   - Jesse/Justin/Carolyn
5. Age of farmers  
   - Gerard/Michael

**Group B**
1. Perception of the industry  
   - David M
2. Diversification  
   - Aston/Adam
3. Acquire and retain (education, training, development)  
   - David I
4. Unification of stakeholders
5. Profitability

**Group C**
1. Public perception  
   - Scott/Sarah/Chris/Palmina/Heidi
2. Culture
3. World market
4. Lack of coordination amongst organisations
5. Environment

**Group D**
1. Enviro/perception  
   - Daren
2. Lack of diversification  
   - Jason
3. Lack of district communication  
   - Diana?
4. Being able to make change happen (costly)  
   - Peter?
5. Lack of young people in the industry (attract/retain)  
   - Anthony

**Group E**
1. Resistance to change  
   - Mark/Tom, Bryan/Mario/Dan
2. Public perception  
   - Mark/Bryan/Mario
3. Farmer-miller relationships
4. Diversification
5. Loss of land to competing industries

**Group F**
1. Composting (production and use)  
   - IBCPS
2. Row spacing for the wet tropics – Mizzi mound planter-trial  
   - Miles/Peter Z
3. Soil mapping/production data integration and analysis  
   - Anna
4. Form a group of innovative and enthusiastic grower to facilitate change

**Group G**
1. Financial viability  
   - Don
2. Environmental impact  
   - Toni/Lisa
3. Succession planning  
   - Mark
4. Attraction to industry  
   - Jo
5. Industry cooperation???
<table>
<thead>
<tr>
<th>ISSUE</th>
<th>NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resistance to change</td>
<td>Mark, Tom, Bryan, Mario, Dan</td>
</tr>
<tr>
<td>Financial viability (money-returns)</td>
<td>Don, David</td>
</tr>
<tr>
<td>Succession planning</td>
<td>Mark</td>
</tr>
<tr>
<td>Attraction and retention to the industry</td>
<td>Jo, David I, Carolyn</td>
</tr>
<tr>
<td>Age of farmers</td>
<td>Gerard, Michael, Anthony</td>
</tr>
<tr>
<td>Lack of incentive to diversify</td>
<td>Andrew, Aston, Adam</td>
</tr>
<tr>
<td>Lack of diversification</td>
<td>Anthony, Jason, Peter</td>
</tr>
<tr>
<td>Lack of industry unity and communication</td>
<td>Jesse, Justin, Carolyn</td>
</tr>
<tr>
<td>Perception of industry</td>
<td>Mark, Bryan, Mario, Scott, Sarah, Chris, Palmina, Heidi, David M</td>
</tr>
<tr>
<td>Enviro perception</td>
<td>Darren, Diana</td>
</tr>
<tr>
<td>Row spacing</td>
<td>Miles, Peter Z</td>
</tr>
<tr>
<td>Soil mapping</td>
<td>Anna</td>
</tr>
</tbody>
</table>
## ACTION LEARNING ON THE INDUSTRY

### Group A

<table>
<thead>
<tr>
<th>WELL</th>
<th>NOT WELL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Resilience – still going</td>
<td>• Ageing population</td>
</tr>
<tr>
<td>• Innovation</td>
<td>• Reliability</td>
</tr>
<tr>
<td>• Diversification</td>
<td>• Change – put it into practice</td>
</tr>
<tr>
<td>• Co-generation</td>
<td>• Adapt to this quicker</td>
</tr>
<tr>
<td>• $ value higher</td>
<td>• Lack of $ spent on change</td>
</tr>
<tr>
<td>• Sugar is energy product</td>
<td>• Not accepted by all</td>
</tr>
<tr>
<td>• Forward thinking people</td>
<td>• Exposed to external factors – Brazil, PNG, etc to world</td>
</tr>
<tr>
<td>• Forward pricing growing - losing potential money - leads to better ability to budget/grow</td>
<td>• Migrating</td>
</tr>
<tr>
<td>• Environment</td>
<td>• Transfer ownership – tax – control issues – stop young coming in</td>
</tr>
<tr>
<td>• Grower relations regarding innovation</td>
<td>• “Loss of industry experience” – critical people</td>
</tr>
<tr>
<td>• “Young” some embracing change</td>
<td>• Need to record knowledge</td>
</tr>
</tbody>
</table>

### Group B

<table>
<thead>
<tr>
<th>Innovations</th>
<th>Average age of growers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• More focus on efficiencies</td>
<td>• Natural disasters</td>
</tr>
<tr>
<td>• Networking</td>
<td>• Market price</td>
</tr>
<tr>
<td>• Environmental concerns now a focus in positive direction – soil health/water quality</td>
<td>• Need to work off-farm</td>
</tr>
<tr>
<td>• New products – support how to use</td>
<td>• Work/life balance</td>
</tr>
<tr>
<td>• Forward pricing</td>
<td>• Government policy</td>
</tr>
<tr>
<td>• New machinery</td>
<td>• Instability in industry</td>
</tr>
<tr>
<td>• Great potential for change</td>
<td>• Rising input costs</td>
</tr>
<tr>
<td>• Cooperation between industry bodies is improving</td>
<td>• Lacking push to go forward – push from minority, not majority</td>
</tr>
<tr>
<td>• Big future in value adding</td>
<td>• Mass exodus of farmers</td>
</tr>
<tr>
<td>• More demand on green energy</td>
<td>• No diversification</td>
</tr>
<tr>
<td></td>
<td>• Too much politics</td>
</tr>
<tr>
<td></td>
<td>• Grower/miller relations</td>
</tr>
<tr>
<td></td>
<td>• Government policies important for diversification</td>
</tr>
<tr>
<td></td>
<td>• Part over regulation</td>
</tr>
<tr>
<td></td>
<td>• Work culture and social structure eroding</td>
</tr>
<tr>
<td></td>
<td>• Transparency in future pricing and global trading</td>
</tr>
<tr>
<td></td>
<td>• Building discipline, hope and determination in youth</td>
</tr>
<tr>
<td></td>
<td>• Attracting young people who have experience in other industries</td>
</tr>
</tbody>
</table>

### Group C

<table>
<thead>
<tr>
<th>Innovation due to external pressure</th>
<th>Cpt Bligh</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reef rescue – incentive funding to encourage innovation</td>
<td>• Lack of young people in industry leadership</td>
</tr>
<tr>
<td>• Lifestyle</td>
<td>• Risk adverse</td>
</tr>
<tr>
<td>• Growers taking charge of own destiny (forward pricing, value adding)</td>
<td>• High input costs</td>
</tr>
<tr>
<td>• Increase in crop rotation and farm diversity</td>
<td>• Low sugar prices</td>
</tr>
<tr>
<td></td>
<td>• Lack of labour</td>
</tr>
<tr>
<td></td>
<td>• Grower/miller relations extended season length</td>
</tr>
<tr>
<td></td>
<td>• Poor succession planning</td>
</tr>
<tr>
<td></td>
<td>• Negativity from farmers because of the Cpt (regulations, legislation, etc)</td>
</tr>
<tr>
<td></td>
<td>• Inter-generational challenges</td>
</tr>
</tbody>
</table>

### Group D

<table>
<thead>
<tr>
<th>New focus by SRDC – step change projects</th>
<th>Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Becoming more integrated</td>
<td>• Higher input costs</td>
</tr>
<tr>
<td>• Funding for environment focus</td>
<td>• Level of industry funding for value adding projects</td>
</tr>
<tr>
<td>• Forward pricing options</td>
<td>• Lack of R&amp;D (varieties) in particular areas</td>
</tr>
<tr>
<td>• Huge opportunity for value adding opportunities</td>
<td>• Land locked</td>
</tr>
<tr>
<td>• Efficient harvesting and growing sector globally</td>
<td></td>
</tr>
</tbody>
</table>
- Innovative  
  - Infrastructure in place – sugar sheds, jetties, etc  
  - Educated industry  
- Lack of government policy to move value adding forward  
- “Can’t do industry”  
- Environmental constraints  
- Tired

**Group E**

- Pricing  
- Water  
- Research  
- Cooperation  
- Organisations and funding  
- Innovation  
- Losing cane  
- Culture/attitude within industry  
- Ageing infrastructure  
- Demographics  
- Government support for alternative uses of cane  
- Pricing of sugar versus input costs  
- Changes in general, ie regulation, carbon tax  
- Perception/image of industry  
- Motivation for next generation

**Group F**

- Co-generation – pioneer, etc  
- Low GI sugar  
- Cooperation of next generation  
- Forward pricing  
- R&D value chain  
- Agricultural resilience  
- Technology/farm management  
- No young farmers  
- Succession planning  
- Establishment  
- Fragmentation  
- Communication  
- Cost cutting versus investment  
- Short-sighted R&D

**Group G**

- Development of innovation across all sectors  
- Continual improvement of efficiency across all components of the sugar industry  
- Corporate versus farming ideology  
- Financial viability  
- Communication “lack of” miller/grower
GOAL

“To have a vibrant, secure industry through value adding”

- Improve our image
- Improve relationships between government, industry and community
- Undertake research options (e.g., paper, fuel, power, plastics, etc)
- Promote the benefits of the crop to outsiders
- Educate our younger generation
- Partnering with other companies/organisations
- Support member’s views
- Investigate and implement product diversification

Resistance to change

- Change can improve profits
- Proactive programs to facilitate change
  - will help industry through tough times
  - underpins vision statements
  - non-confronting education sessions
  - support of sugar research and innovation (SRI)
  - develop a culture of continual development
    - trials
    - research
    - collaborative
    - industry led
  - improved understanding of change processes
    - farmer
    - research
    - extension

Barrier farming systems for sweet success
Overcoming the barriers to achieving change

- Trialling of alternative farming systems and techniques
  - row spacings
  - alternative planting options (e.g., Mizzi Mound Planter and disc opener)
  - composting of mill by-products
  - application of composts as source of nutrients alternative to inorganic fertiliser
  - merge productivity data with soil data to produce maps for informed variety selection

- Bringing local industry together and forming partnerships
- Target 2010

Sugar a sweet career option

- Positively promoting the industry
- Commonly focussed career industry information
- Champion intersector mentoring
For our industry to move forward, we all need to communicate and unite with all industry stakeholders

- Share innovative ideas between regions, millers and growers
- Organise regular meetings between interested stakeholders
- Continue to build rapport with the people you meet
- Connect with like-minded professions within the industry
- Set up a PR campaign to positively influence the industry, eg TV ads, websites, school tours

How:

- Be positive to anyone you speak to about our industry
- Highlight opportunities
- Education for schools in sugarcane districts
- Increase grower attendance at industry events

Who: Generation Next

What: Increase positivity within our industry

When: By 2010

Where: Australia

Why: Improve industry perception

“Before we can ask others to believe in us, we have to believe in ourselves”
# APPENDIX FOUR

## AGENDA
**GENERATION NEXT FORUM**  
26th AND 27th MARCH 2009

## DAY ONE – THURSDAY 26TH OF MARCH

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Notes</th>
<th>Presenter or facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30am</td>
<td>Welcome</td>
<td>第一章：欢迎</td>
<td>Palmina Bonaventura</td>
</tr>
<tr>
<td>8.40am</td>
<td>Introductions to SeeChange arm Up Activity</td>
<td></td>
<td>SeeChange</td>
</tr>
</tbody>
</table>
| 9.15am     | 'Developing a Vision for Generation Next in the industry'              | • Review the purpose of Generation Next  
• Gain clarity about the current context of the industry (where we are now)  
• Determine what people would like to see in the future (changes/the vision)  
• Share with each other for improvement  
• Where to get ideas for your vision from — mentors (what, when, who, how) | SeeChange                        |
| 10.00am    | **MORNING TEA 10.00am – 10.15am**                                     |                                                                                                                                         |                                  |
| 10.15am    | 'Key issues to be addressed to achieve the vision'                     | Determining the key issues that need to be addressed (that are within Generation Next's sphere of influence) in order for the vision to be achieved.                                                            | SeeChange                        |
| 11.30am    | Learning from initiatives relating to young people in other industries. | Guest Speaker – Karen Baum (Dairy Industry Consultant)  
Given that one of the key issues currently facing people in the sugarcane industry is the retention and attraction of young people to the industry, Karen Baum will be speaking with us this morning about initiatives relating to young people in the Dairy industry.  
Karen is actively engaged with young dairy farmers - being one herself. She has an interest in a 1000-cow property in West Gippsland Victoria. Away from the farm she is a Dairy Industry Consultant and is part of ‘The People in Dairy’ team with Dairy Australia. She co-ordinates the activities relating to ‘leadership and new generations’ and is the program leader for DairySage Mentoring.  
Provide time to reflect, ask questions, and ‘learn’ from the speaker – how to digest and learn from a speaker | Gerard Puglisi                   |
<p>| 12:30 pm   | <strong>LUNCH 12.30PM – 1.10PM</strong>                                            |                                                                                                                                         |                                  |</p>
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Description</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:15pm</td>
<td>Developing ‘Strategies’ to address the key issues identified</td>
<td>Developing strategies (steps of action) to address key issues identified. This is an opportunity for like-minded people to come together and work on ways to address some of the key issues.</td>
<td>SeeChange</td>
</tr>
<tr>
<td>2.00pm</td>
<td>Learning about grant opportunities</td>
<td>AusIndustry delivers a range of more than 30 business programs - including innovation grants, tax and duty concessions, small business development and industry support. David Martin is the Assistant State Manager responsible for overseeing the EBPS and Tradex programs in Queensland. David will outline the AusIndustry programs available to businesses in the sugar industry.</td>
<td>Anna Satje</td>
</tr>
</tbody>
</table>
| 2.15pm| Learning about building resilience                | Guest Speaker - Alan Garside  
Alan was the Research Leader of the Sugar Yield Decline Joint Venture (SYDJV) between 1993 and 2006. The SYDJV, a multi-disciplinary, multi-organisation program, is generally regarded as one of the most successful research and development programs in the Australian sugar industry.  
Alan has 37 years experience in agricultural research and development in Australia with particular interests in tropical agriculture. Of these 37 years more than 30 have been spent north of the Tropic of Capricorn. He has worked on Cape York, Ord Irrigation Area, Northern Territory, Burdekin, and more recently in the SYDJV, an industry wide sugar R & D program.  
His specific discipline interests include farming systems, tropical legumes and more recently farming systems specific to sugarcane.  
He received the SRDC Research and Development award in 1999, while the SYDJV received the SRDC Innovation Award in 2007.  
He was made a Fellow of the Australian Institute of Agricultural Science and Technology in 2006 for an outstanding contribution to the profession of agriculture in tropical Australia.  
Today Alan will talk with us about some of the tools he uses to stay resilient in changing times, especially given his experience with some quite significant difficulties at the start of his program. | Toni Anderson   |
| 3:15pm| AFTERNOON TEA 3.15pm – 3.30pm                     |                                                                                                                                             |                 |
| 3.30pm| ‘Developing a process for conversing with and influencing others’ | Learning about the process of influencing people and practicing it.                                                                                                                                            | SeeChange       |
5.00pm | CLOSE
---|---
6:00 pm | **PRE-DINNER DRINKS**
Introducing each of the guests to the group.

7:00pm | **FORMAL DINNER**
Dinner will provide an opportunity for participants to speak to key people in the industry and build networks.
Dr. Frikkie Botha will be the key speaker at the dinner. He is the Executive Director of SRDC. With a career spanning 30 years in the plant research field, he is well known and respected within the Australian and international sugarcane industry. He is passionate about the industry and has a broad experience with dealing with change.
Lawrence DiBella will talk about the impact of Generation Next in his role.
Determine when speakers speak, when participants move.

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**DAY TWO- FRIDAY 27TH OF MARCH**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.30am</td>
<td>BREAKFAST 6.30am – 8.15am</td>
<td>SeeChange</td>
</tr>
</tbody>
</table>
| 8.30 am | Warm Up (30 minutes)  
Review of the evening.  
ABC media interviews? | Bingo (5x5)  
Review of the evening and their use of processes (Action Learning Cycle) | SeeChange |
| 10:00am | MORNING TEA 10.00am – 10.15am | SeeChange |
| 10:15am | ‘Understanding Change’ | Learn about the process of change and strategies to manage change and make change happen | SeeChange |
| 11.30am | Learning about influencing change | Guest Speaker – Dominic Nolan  
Dominic is the new CEO of ASMC (Australian Sugar Milling Council). He started very recently. He is new to the sugar industry and has experience in other industries. He worked previously with the Winemakers' Federation of Australia (WFA) and has extensive experience in policy development and implementation. Dominic established the Canberra office for the WFA to drive Government Affairs and enhance the profile and effectiveness of the Federation and the Australian wine industry in Canberra. Dominic has had extensive experience that he can share with us about dealing with change.  
Provide time to reflect, ask questions, and ‘learn’ from the speaker – how to digest and | Jesse Barbera |
<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:30 pm</td>
<td><strong>LUNCH 12.30pm – 1.00pm</strong></td>
<td></td>
</tr>
<tr>
<td>1:05 pm</td>
<td>‘Redefining Strategies’ Develop a process for how everyone will present this information to Ron Mullins next – practicing the presentation as well Based on what all the speakers have said and the information that has been shared, this session will focus on further developing strategies (steps of action) to address the key issues identified on day one.</td>
<td>SeeChange</td>
</tr>
<tr>
<td>3.00 pm</td>
<td><strong>AFTERNOON TEA 3.00pm – 3.15pm</strong></td>
<td></td>
</tr>
<tr>
<td>3.15 pm</td>
<td>Presenting ideas and ways forward Guest – Alf Cristaudo (Canegrowers) Participants will present ideas to Alf and the audience. Alf from Canegrowers will take notes of the ideas presented and will talk about the next steps and opportunities to progress this program (Gen Next) further.</td>
<td>Diana Saunders</td>
</tr>
<tr>
<td>4.00 pm</td>
<td>Pulling it all together Determining key lessons and individual plans of action to take forward.</td>
<td>SeeChange</td>
</tr>
<tr>
<td>4.15 pm</td>
<td>Gaining Feedback Feedback Sheet</td>
<td>SeeChange</td>
</tr>
<tr>
<td>4.30 pm</td>
<td><strong>Close</strong></td>
<td></td>
</tr>
</tbody>
</table>
Gen Next forum highlights future industry challenges

Over 40 young sugar industry representatives attended the Generation Next forum in Lucinda recently.

Coordinated by SRDC with support from BSES, the forum was designed as an opportunity for representatives from all sections of the sugarcane supply chain to workshop ideas and work towards creating a future that is more profitable and sustainable.

SRDC Investment manager Diana Saunders said the aim of the forum was to gather ideas, discuss issues and create a vision for the industry to strive for by 2015.

"To achieve this, delegates reflected on past industry achievements, identified future challenges, and made recommendations for current industry leaders to consider when planning for the future," Dr Saunders said.

Some of the top issues raised by the Generation Next group were:
- Address industry resistance to change
- Enhance industry unity and better communication
- Improve perception of industry
- Investigate opportunities for industry diversification
- Develop succession plan and strategy for all sectors of the industry
- Increase financial and environmental viability of industry

"The industry is resilient, it is increasingly innovative, prices are up and look to be staying up for a while, and the next generation is passionate about keeping it going," Dr Saunders said.

"Despite this passion, young people are moving away from agriculture, and need to be encouraged to return and stay in the industry longer term," Dr Saunders said.

A full report on outcomes from the Generation Next Forum will be available from the SRDC website in early May. Contact SRDC Investment manager Diana Saunders on ph: 07 32259443 for more information.

North Queensland Rural Report, Friday, March 27, 2009 - Nathalie Fernbach, Townsville

A vision of the future of cane
What are the challenges the Australian sugarcane industry is facing?

"Reliability of the mills". "Loss of industry experience". "Putting into practice change".

That's according to some of the delegates at the 2009 Generation Next forum in Lucinda yesterday.

The Generation Next forum is an opportunity for younger sugarcane industry workers under the age of 45 to workshop ideas and work toward creating a future that is more profitable and sustainable.

Delegates also identified lack of investment, and difficulties in transferring farms to successive generations as challenges, and suggested the industry was too exposed to external impacts.
What did delegates think the sugar industry was doing well?

The industry is resilient, it is increasingly innovative, prices are up and look to be staying up for a while, and those in the industry are passionate about keeping it going.

Despite this passion, young people are moving away from agriculture, and need to be encouraged to return to it.

One of the organisers of Generation Next - Diana Saunders, says these kind of events help those involved in the sugarcane industry to create a vision for the future and try and work towards it.

"We want to also work on what is the vision for the industry. Do they see a future in the industry? What that future looks like and how do we get there. And work together. How do we support them to actually make that change, and drive toward a better industry".

Delegate Jesse Barbera says while the forum is a way to work toward creating a better future for those already in the industry, other methods are required to recruit young people to take up agriculture.

**Dairy has lessons for cane**

The sugar industry is just one of many agricultural spheres that is losing young people to other kinds of work.

The dairy industry faced a similar dilemma six years ago, but is showing some improvement after implementing new strategies to promote jobs in the sector.

Dairy industry consultant Karen Baum says the sugarcane industry could learn from the strategies that worked for dairy.

Ms Baum says incorporating information about the dairy industry into school curricula proved beneficial, and suggests that tailoring promotion to suit tech-savvy generation Y has shown positive results.

"Understanding your key influences too. We really have to understand the careers advisers and the kinds of decisions they are making, and the materials that they are looking for. So there are examples there that the sugar industry could learn from dairy..."