

DEVELOPING THE LEADERSHIP CAPACITY OF THE AUSTRALIAN SUGAR INDUSTRY

LDI001 FINAL REPORT

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Developing the leadership capacity of the Australian Sugar Industry

LDI001

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The research Organisation is not a partner, joint venturer, employee or agent of SRDC and has no authority to legally bind SRDC, in any publication of substantive details or results of this project.

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Australian Government

**Sugar Research and
Development Corporation**

1. Executive Summary

Young members of the Australian Sugar Industry see themselves as being isolated from the decision-making process, primarily because they don't understand the process but also due to a lack of investment in developing skills in this area. The industry is foregoing the benefits of having all industry sectors contribute to this process.

Delivered across three years, the *Impact on Sugar* and *Advance in Sugar* Leadership Development Programs equipped sixty-one young industry members with the necessary skills, knowledge, confidence and networks to take a professional leadership role at an enterprise, organisation and industry wide level. In recognition of the varying levels of readiness of industry's young people to participate in leadership development programs a two tiered program was devised to enable involvement at the appropriate level.

The project has successfully responded to specific needs of young people in the sugar industry. Involvement in the program enabled participants to form an ongoing network of likeminded young people who explore the issues and opportunities within industry, redressing their sense of isolation.

Many young people have a high level of knowledge about their particular region and sector but lack a 'whole of industry' perspective. Hence the program was designed to build networks across all sectors and regions of industry. Furthermore, the program successfully collaborated with a wide cross section of industry stakeholders and leaders to ensure participants were exposed to current thinking, impressive role models, industry trends and sources of support.

Fundamental to the success of the program was a requirement that each participant identify, design and implement an industry project. This provided opportunities to practice those skills learnt during the residential sessions, as well as making a practical contribution to industry. Furthermore, the industry project provided each participant with a mandate to meet with industry leaders and make a difference.

Additionally, 500 industry, political and community leaders have participated in the project to expose participants to industry issues, opportunities and trends, together with providing valuable support.

The *Impact on Sugar* and *Advance in Sugar* Leadership Development Programs have demonstrated the potential of individuals within industry and the benefits to be gained across all sectors when industry invests in their professional development.

Experience dictates that these results will be sustainably integrated into the industry if the graduates are supported to put their skills into practice. All industry organisations have a role in ensuring this is the case through provision of further development opportunities and by including graduates as members and delegates.

2. Background:

The Australian Sugar Industry is operating in a context of environmental accountability, global competition and an increasing need for innovation. This phase of the industry's development requires a new level of professionalism in order to deal with more complex and wide ranging issues. Those who represent industry must be able to communicate with a broader range of stakeholders; they must be able to understand and operate within a more complex environment; and they must have networks of people from outside industry, as well as within.

For industry members to be effective, it is essential that they operate within the context of the whole industry, rather than their region or sector. They also need to be innovative, collaborative and embrace a process of continual improvement.

More specifically, the Australian Sugar Industry requires people with an acute understanding of the political system, who can effectively communicate industry positions and who are effective at implementing and managing change. Furthermore, it requires structures which support and develop its human resources to meet the challenges as they emerge in the future.

The sugar industry is also being impacted on by other industries including the mining industry, which successfully competes for labour. Apart from the economic outfall, there are many social consequences of these changes with the exodus of young people from farming areas and the loss of services and infrastructure that for generations supported farming economies.

In the past, industry leaders have for the most part come from production, extension or scientific backgrounds, enabling them to deal with the production based issues.

Leaders in the 21st century continue to benefit from technical or scientific skills, but the challenges faced by industry demand that they also have a whole of industry perspective, political savvy, business acumen, greater expertise in working with people and a commitment to team leadership that encourages and promotes representation and participation in decision-making.

There is no doubt that there are many impressive young people with a great deal of potential within the industry, however, this potential will not be capitalised on unless new styles of leadership are embraced to work strategically toward a global vision.

There has not been a tradition of skill development in the area of professional leadership and business management within the sugar industry. Furthermore

there continues to be a strong emphasis on subsidization of training in primary industries which results in the actual costs not being known. The training can be devalued as a result.

The need to invest in the industry's people, particularly young people, is increasingly acknowledged as a priority in Australia's primary industries. This investment will bring about profitable, sustainable and progressive industries by integrating all views and perspectives into the representative and decision-making processes. Succession planning, aimed at ensuring that future generations are able to engage, is an essential aspect of this process.

3. Objectives:

The objectives of this 3-year project were to:

1. Create momentum for cultural change within the sugar industry by influencing 2.5% of future decision makers in key targeted regions.
2. Develop leadership skills in 60 members of the sugar industry who have the potential to be the change agents in their communities.
3. Model professional behaviour and presentation of the industry to current industry, political and community leaders and associated service providers.
4. Obtain positive outcomes on projects to address key industry issues as identified by participants.

The objectives have been achieved. Cultural change is occurring in the three targeted regions of Far North Queensland, the Burdekin and Mackay. Change can be observed in terms of:

- Individuals operating at a higher level both within their businesses and in the broader regional and industry context.
- Groups established by young people to provide support, skills, contacts and information to members.
- Members of these groups have gained insights into how the system works and as a result are now nominating for decision making positions.

Young people from two other regions i.e. Brisbane and New South Wales have been represented in the programs and are now investing in networks for young people in these regions.

Sixty-one young people participated in the leadership development programs and gained leadership skills which have resulted in them taking a professional approach as they become more involved in industry decision making and have initiated changes in their sector, region and businesses.

The industry projects undertaken by all 61 participants in the Impact on Sugar and Advance in Sugar Leadership Development Programs have provided participants with a mandate to make a difference; enhanced their skills, knowledge, confidence and networks and contributed to the thinking and development within the industry and broader community.

4. Methodology:

An industry wide consultation was undertaken in 2005 to identify the leadership training needs of the industry as part of the SRDC LDI001 project “Developing the Leadership Capacity of the Australian Sugar Industry”. Industry members from all sectors across the targeted regions of Far North Queensland, The Burdekin and The Herbert were consulted. Industry meetings were attended in Ayr, Ingham and Mourilyan in order to consult with the 120 attendees. Meetings were also held with individuals, groups and organisations – approximately 50 industry stakeholders - in these regions. Furthermore, meetings were conducted in Brisbane with the executives and board members of all industry representative bodies.

The consultation identified a lack of collaboration and cooperation between individuals and regions; lack of involvement of young people; a conservative and traditional culture together with the insular nature of the industry as major barriers to a profitable and sustainable industry that celebrates success and embraces learning.

Positive trends were also identified and they included; increasing support for grower groups; a deregulated industry; and a growing acceptance of new farming systems.

The specific skills required by leaders as identified by those in existing leadership positions included; change management, negotiation and planning. The young people consulted identified; teamwork, meeting skills, best practice models, networking and profiling the positive aspects of the industry as the most important needs for industry and its leadership.

This project took these results and integrated them into a customised strategic leadership development program for the sugar industry. The program took an innovative approach to training, underpinned by adult learning theory.

The training was complemented with Community Development theory resulting in an approach aiming “to create conditions of economic and social progress for the whole community/industry, with active participation and the fullest possible reliance on the community’s/industry’s initiative” (Rothman, 1968). This theory underpins capacity building.

There were several key elements of the program which ensured its success, these being:

1. Selection
2. Development and Delivery
3. Funding
4. Evaluation

4.1 Selection Process:

The aim was to select up to 17 participants reflecting the diversity within industry in terms of regions, sectors, age, gender and experience.

Criteria:

- Participants who are positioned to make a long term contribution to industry due to their age, potential and commitment.
- Ensure all sectors are represented or given the opportunity to participate in the program, inclusive of:
 - Production
 - Milling
 - Extension
 - Research
 - Harvesting
 - Marketing
- Ensure sub-regions are represented or given the opportunity to participate.
- Ensure that participants are appropriately matched to the level of the program.
- Gain a commitment from potential participants to complete all elements of the program.
- Ensure participants are supported by their sector during their participation in the program.
- Ensure participants have the support of industry.
- Select participants for the Impact on Sugar program who are open to learn more about the industry while developing their skills.

- Select participants for the Advance in Sugar program who have had at least three years experience in the industry and have been involved with industry organisations through participation on committees or projects.
- Select participants for the Advance in Sugar program who have a sound understanding of their sector and state so that it can be put into a national and international context.

Approach:

Two information packs were developed and included an application form, nomination form, brochure and letter. One pack was sent to industry organisations and leaders informing them of the program and encouraging them to identify potential participants and support their application. The second pack was sent directly to potential participants.

The data base for each program was developed as a result of networking with industry organisations, attending industry forums, undertaking the training needs analysis and using the Generation Next delegates and Impact on Sugar participants.

Promotional brochures were designed and printed to assist in informing the industry of the programs.

Articles were written and placed on various websites and in newsletters; including the Sugar Research; Development Corporation and the Department of Primary Industries and Fisheries – Young People in Rural Industries; Canegrowers; BSES Ltd; Generation Next, as well as local media – print and radio.

Nominations were called at least 3 months prior to the commencement of each program. The timing of each program took seasonal factors into account as well as school holidays, industry events and parliamentary sitting dates.

The response from regions varied significantly and depended greatly on the support received from industry leaders. For example, in the Burdekin a manager with Canegrowers, previously unknown to the training providers saw the advertisement for the program on the SRDC website and responded by bringing together all the young growers with whom he was working

In the first program conducted in Far North Queensland it was a Bundaberg Mill manager who the Leading Industries team had met with who saw the need and took the initiative to identify half of the participants for this program. The other participants were identified through the Leading Industries network.

The second Far North Queensland Impact on Sugar Industry Training Program was delivered in response to a request from the Mossman Generation Next Group in order to provide additional skills, confidence and industry knowledge to

more of their members. In fact nine participants in this program were from the Mossman Generation Next Group, another grower was the partner of a participant of the first program and the other participants were from BSES and Canegrowers who had been encouraged to attend by staff that had seen the benefits from the first program.

The Mackay program was delivered in response to the Mackay Canegrowers training officer identifying a need for leadership capacity building for the industry in that region. He had participated in a national program conducted by Leading Industries and believed it could be adapted for use in his region.

One of the issues experienced in four of the five programs was that the number of nominations was significantly more than actual number of participants. In each case, as the program drew close to commencement applicants withdrew. For some this was due to unexpected circumstances including, floods, family crisis or directives from employers but for others it was a lack of confidence to proceed with the program, although the initial reason was too much work.

A selection committee was formed prior to the first program, however as the number of applicants did not exceed the number of positions for any of the programs and the applicants were deemed appropriate to the particular program a formal selection process was not necessary.

4.2 Development and Delivery

The training programs utilised in this project had delivered successful capacity building outcomes for primary industries and rural communities throughout Australia. However, it was seen as important both in building relationships with stakeholders in the industry and gaining insights into the unique needs of the sugar industry to undertake a training needs analysis as the first step in the process. Once this was completed the programs were customised for the sugar industry.

The guidelines for the program were underpinned by adult learning principles.

- Build a safe environment within which genuine learning was possible.
 - As with all primary industries the younger stakeholders have a low level of confidence which prevents them from being actively involved in industry decision making beyond their enterprise (and in some cases even within their enterprise).

- One of the major strategies for building confidence in people is to create a safe place for them to ask questions, take risks, gain constructive feedback and form relationships with other likeminded industry members.
 - The safe environment has resulted in participants moving from a state of fear when being asked to contribute to playing a formal role at a professional industry event. Participants are constantly assessed by the facilitators and never pushed beyond their capabilities.
- Provide skills and theory to participants and then support them to utilise these in real situations
 - Another part of the building confidence is ensuring participants have the skills, knowledge and support they need to take the next step in their development.
 - The theory provided in relation to topics e.g. communication, public speaking, meetings, planning, lobbying, project management and teamwork, enables participants to have frameworks and reference points as they work with others and build their skills in these areas. This is an important part of leadership development for all participants but particularly for those who have not undertaken tertiary studies. However, even for those who have undertaken tertiary studies in technical or scientific areas they often lack the techniques, skills and theories related to the social sciences, leadership and people development.
- Expose the participants to the current industry, community and political leadership.
 - The program has many layers as it strives to provide participants with skills, role models and a whole of industry perspective. A variety of opportunities are provided for participants to engage with industry, business and political leaders to gain an understanding of different leaderships styles and 'how the system works'.
- Provide participants with a charter to make a difference in their industry.
 - In hierarchical and patriarchal industries and communities such as this some people are disempowered until their father or the leader of an organisation dies or is no longer capable of conducting the business. Organisations like Generation Next have made

significant inroads to this issue as have the leadership capacity building programs delivered as part of this project. Due the professional approach taken they, for the most part have not threatened the existing leadership but rather acknowledged their expertise and wisdom by seeking their perspective and involvement. One participant of the Impact on Sugar Program was being encouraged by his very conservative father to be involved because he was gaining access to more information through his son's involvement than was previously the case.

- Young people need to feel valued by the existing leadership and able to contribute while being supported to gain skills and experience.

4.3 Funding

The Leadership Capacity Building Project was funded by the Sugar Research and Development Corporation at a level that was dependent upon Queensland Farmbis subsidising each program.

The Farmbis program was developed with a focus on funding short courses and therefore it struggled to respond to the unique structure of more developmental leadership programs. The training outcomes appeared to be of little interest compared to the budgetary rules.

The Farmbis acquittal process was extremely time consuming. The other difficulty arose when delivering a multi state program as Farmbis did not subsidise New South Wales farmers.

The Queensland Farmbis program has now concluded and this provides a new opportunity to seek partners for future leadership development programs.

Experience in other primary industries would suggest that gaining sponsorship from key industry organisations and companies results in increased 'buy-in' and additional support for both the young people participating and the program.

4.4 Evaluation

The social action research model of evaluation was utilised as part of the program. The key steps in this process were; plan, change, act, observe and reflect.

Evaluation was an important part of the project and it could be defined as the systematic collection of information to improve decision making and enhance

organisational learning. Each program was evaluated at a topic, session and an overall program level. Participants were asked to identify what they had learnt from each session which provided valuable feedback to the training providers to make changes to respond to the needs of the participants and industry.

The facilitators involved in each program were skilled and experienced in primary industries, political decision making and rural culture. Each team of facilitators would review each session and explore strategies to enhance the learnings of each individual participant.

Industry leaders participating in the program were also encouraged to provide feedback on the program from their experience.

Participants were also encouraged to evaluate their industry projects.

Outputs

5.1 Summary:

- A training needs analysis was undertaken to inform the capacity building programs that were delivered.
- Four *Impact on Sugar* Industry Training Programs have been delivered at a Certificate IV level to equip participants with the skills, knowledge, confidence and networks to effectively participate in the industry.
- One *Advance in Sugar* Leadership Development Program has been delivered at a Diploma level to position graduates to effectively represent the industry.
- 61 young people from across all sectors and regions of the industry have participated in programs which are investing in the industry's leadership development.
- 500 industry, business and political leaders have participated in the project to expose participants to industry issues, opportunities and trends, together with providing valuable support.

5.1.1 Training Needs Analysis

A training needs analysis was undertaken at the commencement of the program in 2005.

The training needs analysis process highlighted that there are many talented young people with broad knowledge of their sector of industry who were receptive to undertaking training to further their leadership skills. However, many of them were to that point, reluctant to take on representative and leadership roles due to this lack of confidence, time and experience, in addition to the lack of perceived support from existing leaders.

Contradicting this position, those who held leadership positions at this time stated the need for young people to 'step up' and become more involved.

It was clear that the development of leadership in the Sugar Industry could be enhanced through appropriate, targeted training. The training needed to provide skills, knowledge and confidence to young industry members, as well as providing mentoring and support from existing leaders and organisations.

The consultation process targeted both existing leaders and young people within the industry. Respondents who were involved in industry decision making identified uncertainty of the industry's future as their major concern. They also considered the poor public perception of the industry as a major issue. The competition for land and labour from other industries (particularly

beef and mining) compounded this uncertainty and reinforced the need to improve the industry's profile.

The underlying theme from the responses was that a clear vision for the future was crucial to the industry's survival. It was noted that this required confident, supported and skilled leadership.

Results indicated that many young members of the industry held a more optimistic view of the industry and did see opportunities but they were looking for support and skills to take advantage of these. In fact many of the young people consulted had made a conscious decision to work within the industry because they believed in its future and the potential opportunities that existed.

The majority of people interviewed identified that opportunities for their involvement in industry leadership were currently limited, with most associations, committees and boards taking membership from a very limited number of core industry representatives.

The qualities that were deemed most important in effective industry leaders were:

- understanding how the system works
- building industry support
- developing relationships

The skills which are required to complement these qualities and which should form the basis of a leadership development program is the ability to effectively:

- Communicate
- Plan
- Manage change
- Build and sustain a team
- Listen

In order to meet these challenges, the industry needed to develop a leadership training program to provide the skills, knowledge, networks and confidence for potential leaders and representatives of industry.

The program needed to reflect the competencies and skills identified as current gaps in the industry and offer them in an experiential learning environment suited to members of the industry.

5.1.2 Impact on Sugar Industry Training Programs

The Impact on Sugar Industry Training Program equipped participants with the skills, confidence and industry knowledge to enable them to participate in industry decision making beyond their own enterprise. Four **Impact on Sugar** Programs were conducted over eighteen months in three regions. The programs included two residential sessions with one session held in a local community and one in the major regional centre.

The program was aligned to competencies within the National Training Packages to enable participants to gain credits toward a formal qualification.

In 2006 there were 29 participants with 23 graduating from the program. Sixteen young farmers from the Kalamia Canegrowers District participated in one program in the Burdekin and 13 industry stakeholders participated in the Far North Queensland program. The Far North Queensland participants represented diverse sectors including; production, planting, harvesting, extension and milling. Four participants who did not complete the program had been adversely affected by Cyclone Larry, two decided the program was not a priority for them at that time as they were establishing a new farm and the final two withdrew as a result of not completing their industry project in the belief that they could not make a presentation at the final session. In fact these two participants went on to participate in a group presentation at the 2007 Generation Next Forum in Townsville.

In 2007, twenty-nine participants were selected for the program from a range of industry sectors including; production, harvesting, milling, training and extension. Four were unable to participate in the program due to flooding at the time of commencement of the program. A further three did not complete the program due to unforeseen circumstances.

Of the 22 graduates 11 were from Far North Queensland and 11 from the Mackay region.

Therefore there was a completion rate of 78%. In the context of at least one session of each program being adversely affected by floods, cyclones or unusual seasonal conditions this was a pleasing result.

A partnership was formed with the Australian Agricultural College to enable all participants to be provided with the opportunity to build on their achievements in the Impact on Sugar Program and complete their Diploma in Rural Business Management.

Five participants graduated with their Diploma in Rural Business Management.

Feedback from graduates:

“I have done it – I have a Diploma – thanks for your support. I feel a lot of satisfaction having completed my Diploma. Who would have thought that the Impact on Sugar Leadership Course I started in February last year would take me to where I am at now.”

Wayne Dal Santo, Grower.

“I feel really proud to have completed my Diploma. I appreciate you working with the Australian Agricultural College to assist me in completing the requirements.”

Marina Fagg, Grower.

“We have come a long way as a group and I have developed my confidence.”

Ian Ghidella, Harvester.

“Very challenging course and I was introduced to new concepts.”

Aimee Stampa, Mulgrave Mill.

“I have more potential than I thought.”

Stephen Calcagno, Grower.

“We have all made such a huge improvement in such a short time.”

Ann Stephenson, Bundaberg Sugar.

“There was a high level of cooperation between participants.”

Belynda Seawright, Bundaberg Sugar.

5.1.3 Advance in Sugar Leadership Development Program

The Advance in Sugar Leadership Development Program was conducted over six months from November 2007 to May 2008.

The nine participants represented five regions (Far North Queensland, the Burdekin, Mackay, Brisbane and New South Wales) and four sectors (production, milling, extension and research). The program included three residential sessions and these were conducted in Cairns, Brisbane and Canberra. The different locations provided participants with the opportunity to hear the perspective of stakeholders from other regions and visit their enterprises. Six participants completed the program at the final session in Canberra where they met with the Federal Minister for Agriculture, Fisheries and Forestry; Shadow Minister for Agriculture, Fisheries and Forestry; Director for The Nationals; Chairman of the National Farmers Federation;

representatives from the Department of Agriculture, Fisheries and Forestry; Executive Director of Rural Skills Australia

The Advance in Sugar Leadership Development Program was aligned to relevant National Training Packages to enable graduates to gain credits toward a formal qualification at the Advanced Diploma level.

There was a 67% completion rate in this program.

“The Advance in Sugar Program has enabled me to learn new skills and has provided access to many useful contacts in industry.”

Lee Blackburn, Grower, Mackay

“I have learnt to listen and then take action.”

Kirsten Brooks, Grower/Business Manager, Silkwood

“It has become clear that people can change for the better if people invest in them.”

Kalya Abbey, Extension Officer, BSES Ltd., Mackay

“Building trusting relationship is the essence of effective leadership.”

Nicole Thompson, pathologist, BSES Ltd. Indooroopilly.

5.1.4 Industry representation in programs

Impact on Sugar: Regional Industry Training Program				
Region	Sector	Sub-Sector	Number	Total No.
Far North Queensland	Production	Growing	14*	
		Harvesting	5*	
		Planting	1	
	Milling	Traffic Control	1	
		Finance	1	
		Occupational Health & Safety	1	
		Management	1	
		Inspector	1	
	Extension	Production	6	
	Burdekin	Production	Growing	16*
Harvesting			4*	
				16
Mackay	Production	Growing	7*	
		Harvesting	1	
	Extension	Production	4	
		Harvesting	1	
		Training	2	
	Sub-Total			
Advance in Sugar: Leadership Development Program				
Far North Queensland	Production	Growing	2*	
	Milling	Traffic Control	1*	
Burdekin	Milling	Reliability Engineer	1	
Mackay	Production	Growing	3*	
		Harvesting	1*	
	Extension	Water	1	
Brisbane	Research	Quarantine	1	
New South Wales	Production	Growing	1*	
		Harvesting	1*	
Sub-Total				9
Total Participants				61

- Denotes participants who have more than one business/role.

Forty three percent of participants were from Far North Queensland, 26% from Mackay, 28% from the Burdekin and with the remainder from the Herbert, Brisbane and New South Wales.

Seventy eight percent of participants were male and the average age of participants was 36 years.

The reasons for three regions being so strongly represented varied: in Far North Queensland the training providers consulted extensively resulting in an

opportunity to discuss the leadership needs of the industry with a wide range of stakeholders in this region. These meetings led to visits to industry enterprises to gain further insights into both the industry and the leadership needs. As a result of forming relationships with individuals in this region who acknowledged the need to invest in leadership development programs a partnership was formed to promote the program and identify potential participants.

In Mackay a relationship was formed with the Training Officer from the Mackay Canegrowers when he participated in a national program being conducted by the training providers. A partnership was formed and a program conducted in Mackay.

Even though extensive consultation was undertaken in the Burdekin which resulted in support for the program it was in fact the initiative of an individual who encouraged a whole growers group to participate in the Impact on Sugar program.

Involvement of the broader industry

One of the goals of the Leadership Capacity Building Programs was to connect young people to existing industry leaders and decision makers. Therefore the programs were structured to ensure multiple opportunities for participants to meet with, and learn from a wide range of industry, community and political leaders through business dinners, panel sessions, mentoring relationships and working on an industry project.

Approximately 500 industry, business, community and political leaders were engaged in the program. This enabled the future of the industry to be profiled to existing leadership through the young people participating in the program. The overwhelming response from these leaders was one of affirmation and encouragement for both the participants and the program.

The Hon. Tony Burke M.P. Minister for Agriculture, Fisheries and Forestry stated that “the Government’s top priority in agriculture is the development of leadership”. He congratulated the participants of the Advance in Sugar Leadership Development Program for becoming involved and asked if he could work with them to further invest in, and develop young people’s leadership capacity.

Senator Nigel Scullion, Shadow Minister for Agriculture, Fisheries and Forestry said; “It is vital to have up and coming leaders from Primary Industries who can hit the ground running and communicate effectively with government and political bodies”.

“The group showed an intense desire to learn how to communicate in a way where they can achieve positive outcomes for their industry. Their eagerness to develop the skills required to lobby and counsel governments and peak industry organisations leaves me with every confidence for the future of the Australian Sugar Industry”, said Senator Scullion.

Paul Schembri, Chairman, Mackay Canegrowers, stated that, *“One of the greatest challenges for the Australian sugar industry is unearthing and skilling a leadership team for the future. The Advance in Sugar Leadership Development Program is playing an important role in achieving this outcome”.*

Sarah Standen, Manager, Canegrowers, Babinda, stated that, *“the Impact on Sugar Program has made a huge difference to the young people involved in my region. They are more confident and professional as a result – we need to continue making these programs available.”*

Dave Perkins, Public Relations Consultant and Deputy Mayor, Mackay City Council stated; *“To survive, any industry must be responsive to changing conditions and the projects undertaken by the participants will not only develop them personally but the results will contribute to building a more profitable, stronger and more united sugar industry.”*

Former Executive Director of the Sugar Research and Development Corporation, Russell Muchow, stated, *“by developing the human capital of the Australian sugarcane industry, the Advance in Sugar Leadership Development Program is making a positive mark on tomorrow’s industry leaders to-day.”*

5.2 Training Outcomes

The industry projects undertaken by participants can be categorised into four categories and these are:

- Innovation in the farming sector
- Investment in the knowledge and skills of young people
- Profiling the industry in a positive and professional
- Policy development and change

The projects undertaken by participants in each of programs are listed as an appendix.

"This program provided me with the opportunity to make strategic alliances across all sectors of the industry. I also learnt the importance of constructive feedback."

Nicole Thompson, Pathologist, BSES Indooroopilly.

"The program encouraged participants to broaden their view and look beyond their own farms to bigger and better things for the industry. I now have the confidence to apply this to my work within the sugar industry."

Gerard Puglisi, Grower and Traffic Controller, Mossman Mill

"By exposing participants to a range of new ideas and situations, the Advance in Sugar program provides a wonderful launching pad for people with potential to take the industry forward."

Palmina Bonaventura, Extension Officer and Masters Student, BSES Ltd.

Intellectual Property

There was considerable intellectual property brought to this project by the Principal Investigator. The training program content remains the Intellectual Property of Leading Industries.

Social Impacts:

There were direct benefits of the program to each of the graduates through the skills developed, the networks formed and the knowledge and confidence gained. Participants came from a range of industry sectors including; production, harvesting, extension, transport, milling, and research) as well as from six of the seven regions.

Matthew Sykes, grower and harvester in NSW stated that: "I learnt how to effectively get my message across to the right people in Government. I also realised that a positive attitude is one thing but acting on it is what will make a difference."

"The new skills I gained from the program will certainly assist me in the future, both on and off the farm." Lee Blackburn, Grower from the Mackay region.

Philip Deguara, Grower from the Mackay region *stated that "The program made me realise that other young people from all sectors share my positive outlook for the industry."*

Additionally the outcomes of participant projects contributed to a range of sectors, organizations and the community, as well as to the industry as a whole. In many instances achievements were realised which would have required significant funding and support as projects in their own right had they not been supported and resourced through the **Impact on Sugar** and **Advance in Sugar** Leadership Development Programs.

There is now a pool of strategically placed young people who are nominating for positions on industry bodies. The increase in the personal and professional development of participants is evident and is resulting in industry organisations seeking them out to become involved. For example Lee Blackburn from Mackay was appointed to both the Mackay Canegrowers Board and the Sunwater Board during his participation in the Advance in Sugar Program. Nicole Thompson, Sugarcane pathologist with BSES Ltd stated that; thanks to the program, I have been given greater responsibilities at BSES. There were also organizations which acknowledged the opportunity provided by the program for a supplier or employee to undertake a project from which they would benefit.

However, it must be acknowledged that the potential of the program will only be attained if a more strategic approach is adopted by the industry in relation to People Development. The Leading Industries team supported the development of a People Development sub-program within SRDC. To fully capture the benefits of this approach and bring about cultural and practical changes a greater

commitment to, and awareness that people are in fact the one key driver of change and development is required.

Expected Outcomes:

This project has commenced a process of change within the sugar industry. In particular it has introduced a diversity of perspectives to the industry by giving a voice to young members, both through the projects that participants delivered and through the activities they have undertaken following completion of the program. The change can be seen in individuals, in businesses, in regions and in the industry as a whole:

Individuals are more confident of their place in the industry. Gerard Puglisi (grower and mill traffic controller) from Mossman epitomises this statement. He has not only established the Mossman Generation Next group which is responsible for investing in young people in Mossman, profiling the industry in a positive light to the broader community, initiating forums to ensure all stakeholders have access to industry trends, opportunities and innovations but has also challenged the corporate governance of the mill when he stood for a Director's position. An election had not been held for over twenty years and so when he nominated it became clear that there was not a process in place to deal with elections. This level of interest and involvement by young people will create a healthy industry in the future.

The knowledge and networks of the young people involved are taking their businesses in new directions. Lee Blackburn from Mackay is liaising with the Federal Department of Agriculture, Fisheries and Forestry, as well as broad acre farmers to explore new production methods including skip row.

The confidence and pride of graduates is resulting in a heightened profile of the industry. Graduates of the programs have formed positive relationships with a range of media outlets. Many have been interviewed by radio, have been profiled in local media and industry newsletters. Furthermore, the research undertaken by participants in each of these programs on the perceptions of the sugar industry is being shared with industry and the broader community, again creating awareness of the industry and building a positive image.

The critical mass of new and different voices is challenging the industry with new thoughts, perspectives and approaches.

The outcomes of this process will be that the businesses will be better positioned to meet the political, global and structural challenges faced by the industry. For example, a major utility has been challenged to stop impeding growers from implementing best practice in relation to environmentally efficient water use.

Further, industry organisations will be both exposed to new ideas and perspectives as well as being asked for advice due to groups such as the

Mackay Future Farmers group being established. This group has formed a strong partnership with BSES Ltd., Mackay Sugar and Mackay Canegrowers which will benefit all involved.

Initiatives resulting from collaboration between organisations will ensure that the industry shares ideas and therefore is more progressive. Kirsten Brooks, representing the Wet Tropics Women in Sugar is working with the Department of Primary Industries to develop a community training model which is responsive to the needs of the sugar industry, particularly growers. This model is providing business skills to small groups of growers in a local venue using adult learning principles. The model will then be available to other regions. Partnerships have also been formed with people and organisations outside the industry. The Mossman Generation Next group has formed successful partnerships with banks, accountants and solicitors to enable the development of expertise on succession planning within the region. This is giving the industry the ability to be outward-looking and therefore able to identify and address changes, challenges and opportunities.

The outcome of having young, enthusiastic people involved in the decision-making processes, many without the baggage of previous generations and without a fear of failure, will be an industry that is able to utilise all of its potential rather than relying on a limited view of what is possible.

10. Future Research Needs

This project has created the momentum necessary to bring about cultural change in the sugar industry in three regions.

There are several key areas that will enhance the outcomes of the Leadership Capacity Building Project delivered. These include:

1. Provide an on-going, integrated leadership program to enable young people with a range of abilities and from all sectors and regions to enhance their professional development.
2. Mapping graduates of the *Impact on Sugar* and *Advance in Sugar* Leadership Programs to determine the short, medium and longer term outcomes of the program.
 - a. The guidelines for this research would be:
 - i. Number of participants utilising the skills learnt at an enterprise, organisation or industry level and the impact they are having.
 - ii. Case studies of cross sector and cross regional alliances formed to provide professional support and progress industry's issues and opportunities.
 - iii. Number of participants in decision making positions on industry or regional committees or boards.
 - iv. Number of participants in leadership positions within the industry and broader community.
3. The potential value of applying a strategic planning and skill development component to every project funded within the 'People Development' sub-program, e.g. travel and learning projects, grower groups etc.

Significant funds are currently provided to Travel and Learning Projects but there is limited strategic planning to ensure the learnings are integrated and skills developed.

4. The potential value of training existing industry leaders as mentors so that their knowledge and experience can be passed on to graduates and younger members.

The mentoring element of the *Impact on Sugar* and *Advance in Sugar* Leadership Development Programs had varying levels of success, due in part to the varying levels of ability of the mentors (as well as the confidence levels of the participants). It is clear that while the industry needs to invest in the next generation of leadership, these young people need to be provided with access to the experience and knowledge of the

existing leadership. This will be most effective if the existing leaders are supported with the skills to pass on this knowledge.

5. Research organisational development and succession planning models to explore strategies for ensuring younger people are provided with opportunities to participate in industry beyond their involvement in one off programs.

Most sugar organizations do not have formal succession plans and while some were prepared to support participants in the program, few had a structured approach to support them following graduation. Two instances (Kalamia Canegrowers and Mossman Generation Next) exist where strategic support has been provided following graduation and these could be used as case studies to research the benefits of ongoing support verses no support after the completion of the program.

These recommendations have been made previously and are provided in various publications produced by Leading Industries (Building Capacity of the Australian Sugar Industry: Cheryl Phillips and Martin Smallridge, SRDC Technical Report 1/2007).

Given that there have been significant gains resulting from the Leadership Capacity Building Project and the Generation Next Program it is essential that this investment is supported by a long term strategic program to invest in the future of the industry through the young people.

It is unrealistic to believe that this will be self sustaining in the short to medium term. Therefore, resources need to be provided for higher level training and linking young people across sectors and regions in a way that will encourage ongoing alliances.

Recommendations:

- 1. Provide an integrated leadership program to enable young people with a range of abilities and from all sectors and regions to enhance their professional development.**
- 2. Map graduates of the Impact on Sugar and Advance in Sugar Leadership Programs to determine the short, medium and longer term outcomes of the program.**
- 3. Apply a strategic planning and skill development component to every project funded within SRDC's 'People Development' sub-program, e.g. travel and learning projects, grower groups etc.**
- 4. Research models of mentoring within primary industries in order to gauge effective strategies for training existing industry leaders to share their knowledge and experience young industry stakeholders.**
- 5. Research models of organisational development and succession planning to determine strategies for ensuring younger people are provided with opportunities to participate in industry beyond their involvement in one off programs.**

**Participants of the *Impact on Sugar*
Industry Training Programs and *Advance in*
Sugar Leadership Development Program
2006 - 2008**

**Impact on Sugar
Ayr - Townsville
January – May 2006**

Name	Sector	Community	Contact Details
Marina Fagg	Grower	“Desmar” 327 Weaver Road Millaroo Qld 4807 Work: 0747849137 Home: 0747849137 Fax: 0747849119 Mobile: 0427849137 desmar@austarnet.com.au	Research the opportunity to recycle sugar cane trash for garden mulch.
Michael Waring	Grower/ Extension	PO Box 135 Ingham Qld 4850 Work: 0747761808 Home: 0747771361 Mobile: 0428771361 mjwaring@bigpond.net.au	Educate cane growers in the Crystal Creek to Bambaroo area on Giant Sensitive Plant and its control.
Wayne Dal Santo	Grower	PO Box 35 Clare Qld 4807 Work: 0747827319 Home: 0747827319 Fax: 0747827025 Mobile: 0428827319 wgdalco@bigpond.com	Design, develop and implement a web page for cane growers to access weather information (forecast, trends, etc).
Panikos Spyrou	Grower/ Extension	75 Sixth Street Home Hill Qld 4806 Work: 0747831312 Home: 0747822373 Fax: 0747833885 Mobile: 0427833886 kalcane@austarnet.com.au	Investigate the potential markets for the products and by-products that would support an Entire Crop Harvesting concept.
Frank Pirrone	Grower	35 Laurence Crescent Ayr Qld 4807 Home: 0747834601 Mobile: 0428834601 Fax: 0747837197	Value adding in the sugar industry – whole crop harvesting using trash in co-generation fuel.
Christopher Hesp	Grower	P.O. Box 34, Clare 4807 Ph: 07 47827330 Mb: 0429 827330 sonjah@austarnet.com.au	Sugar marketing – an approach to making available to industry information on sugar marketing. A balanced knowledge of our marketing direction.
Constantine Christofides	Grower	280 Ruddy Road Ayr Qld 4807 Home: 0747824261 Mobile: 0417637390 consteph@bigpond.com	Establish a model to allow growers to price their sugar – forward pricing

Name	Sector	Contact Details	Industry Project
Jamie Jurgens	Grower	PO Box 382 Bowen Qld 4805 Work: 0747852276 Fax: 0747852283 Mobile: 0418988915 veejays@tpgi.com.au	Use best practice to grow sugar cane as a new grower in the industry.
Joseph Magatelli	Grower	PO Box 487 Ayr Qld 4807 Work: 0747833051 Home: 0747833051 Fax: 0747836376 jnaimag@tpg.com.au	Research soil conditioning to improve productivity.
Paul Willis	Grower	PO Box 606 Ayr Qld 4807 Home: 0747832686 Mobile: 0427854335 Fax: 0747837006 pavillis@tpg.com.au	Implement and assess effectiveness of rotation cropping.
Ben Nielson	Grower/ Contractor/ Harvester	PO Box 898 Ayr Qld 4807 Home: 0747834450 Mobile: 0428832540 bennbill@tpg.com.au	Whole crop harvesting – develop a dual row harvester to harvest green cane effectively and efficiently.
Robert Zandonadi	Grower	PO Box 2205 Ayr Qld 4807 Home: 0747826894 Mobile: 0428826894 rwzando@austarnet.com.au	Achieve a better working relationship between grower and miller.
Con Christofides	Grower	PO Box 224 Ayr Qld 4807 Home: 0747835039 Fax: 0747836781 Mobile: 0419657128 Cjh413@bigpond.com	Demonstrate the benefits of harvester group rationalization and dispel common misconceptions.
Juan Escriva	Grower	59 Seaforth Road Ayr Qld 4807 Home: 0747824023 Fax: 0747824022 Mobile: 0419655035	Produce an ecological alternative to current fertilizers to reduce dependence on fertilizer and chemical companies.
Denis Pozzebon	Grower	61 Elisa Road Ayr Qld 4807 Work: 0747826926 Home: 0747826926 Fax: 0747826906 Mobile: 0427961794 posso01@austarnet.com.au	Implement the use of a telemetry system to help manage and reduce water costs within the sugar industry.
Javier Balanzategui	Grower	PMB 32 Ingham Qld 4850 Work: 0738780735 Home: 0747771322 Mobile: 0439365892 jmbalanzategui@yahoo.com.au	Investigate the roles and situations of young people in the sugar industry in a social context. Profile success stories.

***Impact on Sugar
Mission Beach – Cairns
January – May 2006***

Name	Sector	Contact Details	Industry Project
Ian Ghidella	Contract Harvester / Grower	PO Box 2221 Innisfail Qld 4860 Home: 074061 4061 Mobile: 0418183584	Optimising the harvester and harvesting process.
Mick Ward	Miller - Manager	PO Box 77 Mourilyan Qld 4858 Work: 0740438205 Home: 0740656423 Fax: 0740438211 Mobile: 0409643612 mjward@bundysugar.com.au	Develop a full project proposal for all of the value chain of the sugar industry functioning as a whole.
Belynda Seawright	Miller – Workplace health and safety.	PO Box 404 Innisfail Qld 4860 Work: 0740438269 Home: 0740611072 Mobile: 0438681542 bjseawright@bundysugar.com.au bjseawright@znet.net.au	Develop an induction program for our workers when working in a shared workplace.
Ann Stephenson	Miller - Cane Officer	34 O'Brien Street South Johnstone Qld 4859 Work: 0740438267 Home: 0740642651 Fax: 0740438262 Mobile: 0418438358 apstephe@bundysugar.com.au	Develop a “slide ruler” and accompanying fact sheet to assist in price and profit margins – for canegrowers.
Aimee Stampa	Miller – Accountant	PO Box 596 Gordonvale Qld 4865 Work: 0740433308 Home: 0740563565 Fax: 0740433300 Mobile: 0407563565 aimee@mulgravemill.com.au	

Name	Sector	Contact Details	Industry Project
Stephen Calcagno	Grower/ Contractor/ Harvester	PO Box 18 Babinda Qld 4861 Home: 0740675208 Fax: 0740675208 Mobile: 0408878873 sharstri@qld.net.au	Develop a model for co-operative purchasing of machinery.
Danielle Skorcaj	Extension	BSES Ltd. Wk: 40681488 Mb: 0409 627559 Email: dskocaj@bses.org.au	Developing extension officer resource package – training program, checklist and ute pack.
Jason Benn	Grower/ Extension	PO Box 108 El Arish Qld 4855 Work: 0740632230 Home: 0740685138 Fax: 0740632795 Mobile: 0418730461 jbenn@ibcps.com.au	Develop a new model for the productivity report and review and evaluation, peer-review.
Glenn Anderson	Grower	P.O. Box 101 Gordonvale Qld 4865 07 40561952 0409 675344	1500 tonnes production = 1 day family time.
Robert Brooks	Grower	59 Spanos Road, Silkwood. Qld 4856 07 40652288 0419 181641 rnk94@bigpond.net.au	Minimum tillage – control traffic and minimum tillage.
Joseph Marano	Grower/ Transport	P.O. Box 87 Mourilyan Qld. 4858 07 40632238 0407160882 mmarano@bigpond.com	Improving communication between three sectors of the value chain – growers, millers and harvesters.

Impact on Sugar
Mackay
February – May 2007

Name	Contact Details	Project
Pauline Creber	Grower/Extension CMB Orkatie QLD 4741 Tel: 07 4950 2279 Fax: 07 4950 2356 Mob: 0428 502 279 pcreber@dodo.com.au	Develop a proposal for the Plain Creek Sustainable Farmers Group to move to stage two of their development, including the organisation of a tour to Birchip, Victoria to learn from the farmers group.
Gary Sandell	Harvesting Solution 1 Alexander St Eimo QLD 4740 Tel: 07 4954 6385 Fax: 07 4954 6577 Mob: 0401 155 124 hs@westnet.com.au	Cost savings in the harvesting sector. Work to get the existing hardware adopted by the sugar industry to capitalise on the potential savings. (Joint Project with Bill McDonald)
Kevin Moore	Mackay Area Productivity Services PO Box 117 Mackay QLD 4740 Tel: 07 4955 2559 Work: 07 4954 5300 Fax: 07 4954 5167 Mob: 0438 326 677 kmoore@maps.org.au	Develop a software tool to enable growers to compare productivity from year to year.
Joy Guy	Grower 262 Caping Road Bloomsbury QLD 4751 Tel: 07 4947 5169 Fax: 07 4947 5169 Mob: 0428 772 254 guyfamilytrust@hotmail.com	Create a tool to enable canegrowers to undertake a campaign positioning them to be elected onto industry board positions and in particular Canegrowers.
Lisa Keating	Grower/ Canegrowers Mackay 2 Joyce Court McEwens Beach Mackay QLD 4740 Tel: 07 4959 5009 Work: 07 4944 2622 lisa_keating@Canegrowers.com.au	Encouraging young people to choose the primary industries and in particular the sugar industry, as their preferred career path.
Bill McDonald	Grower 93065 Bruce Highway Sandy Creek. Qld 4740	Research cost savings of putting a GPS in a cane harvester to examine real time spent harvesting. (Joint project with Gary Sandell)

Participant	Contact Details	Project
Tanya Radke	Industry Development Officer Department of Primary Industries and Fisheries PO Box 668 Mackay QLD 4740 Tel: 07 4942 6390 Work: 07 4967 0638 Fax: 07 4951 4509 Mob: 0428 109 346 tanya.radke@dpi.qld.gov.au	Form a Mackay network to provide support and practical assistance to those facilitating change in the industry.
Janice Nelson	Industry Development Coordinator Canegrowers Mackay C/- Canegrowers Building 120 Wood Street Mackay QLD 4740 Tel: 07 4942 2447 Work: 07 4944 2666 Fax: 07 4944 2611 Mob: 0439 422 733 janice_nelson@canegrowers.com.au	Prepare a submission to gain funding to put the 'Haul Out' course content into an electronic format. This will enable a more current and practically oriented program.
Martin Thompson	Grower 234 Rogers Road Mt Ossa QLD 4741 Tel: 07 4958 8616 serengetti@westnet.com.au	Organise and conduct a farm walk on his property as a way of growers learning and providing feedback on improvements including productivity and profitability.
James Bugeja	Grower 49 Matsens Road Pleystowe QLD 4741 Tel: 0749592035 Fax: 0749570389 Mob: 0408733793 vbugeja@mcs.net.au	Research the change process required for smaller farmers to move from traditional farming methods to sustainable farming. (Joint Project with David Ellwood)
Kalya Abbey	Extension Officer Rural Water Use BSES 34 Rae Street East Mackay QLD 4740 Tel: 07 4953 1551 Work: 07 4954 5100 Fax: 07 4954 5167 Mob: 0427 163 779 kabbey@bses.org.au	Research an irrigation scheduling tool for growers in the Mackay region.
David Ellwood	Grower PO Box 9 Walkerston QLD 4751 Tel: 07 4959 2518 Fax: 07 4959 3698 Mob: 0427166412 ellwood5@bigpond.com	Research sustainable/new farming systems and its economic viability for smaller growers. Form a grower group to participate in this project. (Joint Project with James Bugeja)

Impact on Sugar
Far North Queensland - Port Douglas / Cairns
February – May 2007

Name	Contact Details	Project
Adam Royle	14 Bill Johnson Drive Allingham QLD 4850 Tel: 0747779666 Work: 0747762500 Mob: 0428611567 Fax: 0747763468 aroyle@bses.org.au	Organise a workshop for growers to promote the adoption of smut resistant varieties.
Peter Raldini	PO Box 69 Mossman QLD 4873 Tel: 0740981420 Work: 0740981420 Mob: 0409648222 Fax: 0740981520 raldini@austarnet.com.au	Design and implement modifications of a harvester to increase performance and minimize loss.
Gerard Puglisi	PO Box 191 Mossman QLD 4873 Tel: 0740983535 Work: 0740304149 Mob: 0428988136 Fax: 0740982156 gpmossag@bigpond.net.au	Organise a research trip for up to 20 Mossman Generation Next farmers to achieve greater awareness of future farming.
Matt McMahon	PO Box 535 Tully QLD 4854 Tel: 0740683106 Work: 0740681488 Mob: 0428875192 Fax: 0740681907 mmcmahon@bses.org.au	Develop a promotional package for upper primary school on the cane industry.
Kirsten Brooks	59 Spanos Road Silkwood QLD 4856 Tel: 0740652288 Mob: 0419181641 Fax: 0740652118 Mk94@bigpond.net.au	Re-establish the Innisfail Women in Sugar Program.

Name	Contact Details	Project
Anthony D'Addona	PO Box 149 Mossman QLD 4873 Tel: 0740988159 Mob: 0409915445 Fax: 0740988151 rdaddona@ledanet.com.au	Organise a workshop for Mossman Generation Next to improve farm practices.
Carmen Henning-White	PO Box 154 Mossman QLD 4873 Tel: 0740988036 Mob: 0419963171 carmentrever@bigpond.com	Establish a Mossman Women in Sugar Group. (Shared project with Tammy Palazzari)
Lisa Baynes	PO Box 209 Home Hill QLD 4806 Tel: 0747828058 Work: 0747821922 Fax: 0747822518 Mob: 0400716559 Lisa_baynes@canegrowers.com.au	Develop a curriculum for Grades 1-5 on the opportunities in the sugar industry which will also increase children's awareness of the industry.
Clint Reynolds	R/N 2247 M/S 1880 Daintree Road Wonga QLD 4873 Tel: 0740987777 Work 0740987561	Prepare an occupational health and safety kit for farmers and their employees.
Tammy Pelizzari	PO Box 196 Mossman QLD 4873 Tel: 0740988390 Work: 0740988390 Mob: 0400176486 Fax: 0740988390 s.t.pelizzari@bigpond.com	Establish a Mossman Women in Sugar Group. (Shared project with Carmen Henning-White)
Marian Davis	PO Box 630 Innisfail QLD 4860 Tel: 0740619890 Work: 0740643458 Mob: 0427771845 Fax: 0740643459 mdavis@bses.org.au	Organise a farm walk of new farming systems for the Wet Tropics Women in Sugar group.
Gerard Padovan	P.O. Box 860, Mossman Qld 4873 Ph: 07 40984953 Fx: 07 40984925 Mb: 0416 034953	Implement a whole farm succession plan.
Joe Raldini	P.O. Box 69, Mossman Qld 4873 Ph: 07 40981420 Fx: 07 40981520 raldini@austarnet.com.au	Research the potential of 24 hour harvesting. Prepare a case study of the Raldini farm.

Advance in Sugar: Leadership Development Program
Cairns – Brisbane – Canberra
2007 - 2008

Name	Sector	Contact Details	Project
Nicole Thompson	Research	Quarantine Pathologist BSES Ltd. 50 Yeronga St Yeronga Qld 4104 07 33313365 Wk nthompson@bses.org.au	Development of quarantine guidelines for the movement of micropropagated sugarcane plantlets across state and quarantine borders.
Philip DeGuara	Production	Assistant Farm Manager 118 Sorbello's Road, Eton Qld 4741 0417 796468 Wk 07 49541812 Hm 07 49541812 FX pf.deguara@hotmail.com	Develop a young growers group for 18-25 year olds in the Mackay area. Base the group around the values of ethical and progressive practice.
Kalya Abbey	Extension	Extension officer - Rural Water Use Efficiency Initiative BSES Ltd. 34 Rae Street, East Mackay Qld. 4740 07 49531551 Hm 0427 7163779 Mb kabbey@bses.org.au	Research the potential for cost effective options for moving power poles to create the necessary space for centre pivots and lateral move watering systems.
Lee Blackburn	Production	Owner/Operator Blackburn Brothers 1056 Marian Road North Eton Qld 4741 0405 140322 Wk 07 49541525 Hm blacky@mcs.net.au	Investigate a new farming system including skip row planting. This may include cane with peanuts or soy.

Name	Sector	Contact Details	Project
Kirsten Brooks	Production	Business Manager 59 Spanos Road Silkwood QLD 4856 Tel: 0740652288 Mob: 0419181641 mk94@bigpond.net.au	Develop and implement a community based training model relevant to the sugar industry.
Gerard Puglisi	Production / Technical Field Officer & Traffic Controller	PO Box 191 Mossman QLD 4873 Tel: 07 4030 4174 Tel Home: 07 4098 3535 Mob: 0428 988 136 gpmossag@bigpond.net.au	Deliver a forum for young growers in FNQ to expose them to innovative approaches in production, business and value adding.
Matthew Sykes	Harvester	Carney Cane Harvesting Co-Op. P.O. Box 388 Wardell Post Office Wardell NSW 2477 0427 458 722 Wk 02 66834951 Hm 0432 024003 Mb 02 66834951 Fx hollandgarage@hotmail.com	Develop a system which conserves energy within the field and from field to mill.
Bill Weston	Miller – Reliability Engineer	CSR Invicta Mill 3 Manersley Place Annadale Qld. 4814 07 47202942 bweston@csr.com.au	Investigate methods to ensure clean cane feed in the mill. Work with growers and harvesters to achieve this goal.
Tony Hinschen	Grower	1176 Upriver Road, Proserpine. Qld. 480007 49472653 aqhinh@bigpond.com	Create and implement a strategic plan for growers in the Proserpine region.

