

A DECADE OF
VISIONS



AUSTRALIAN
RURAL
LEADERSHIP
FOUNDATION
LEADING THE NATION

LEADERSHIP FOUNDATION (ARLF) VISIONS

VISION

Using effective leadership to unify and empower Australian rural communities, businesses and industries ***outward looking and caring rural Australia committed to excellence, sustainability and international*** communities, the environment, technology, markets and economic sustainability. We want rural Australia Leadership to transforming the future of rural Australia. Through individual and collective effort, working values and progress the strategies and actions in our vision. ***“A prosperous, caring Rural Australia, alive and work together to move men, women, resources, machinery and if necessary, mountains, to empower our Future” “Creating our Future Together”*** Our shared commitment is to a new way of working within areas where we discovered that we all shared a passion. This new approach – or philosophy of leadership can use it to judge our behaviour and for others to hold us accountable for what we do – and how we do spheres of influence. We will do this in our own ways and in our own style. We will have the courage to make a difference, knowing at all times that we are not acting alone but as part of a network. In the end, the great that we have learnt and all that we have done will count for little unless we begin again with an absolute nothing. Put simply, we will listen, learn, lead and make a difference. ***“Rural Australia: Working together, stands indigenous history and values our shared heritage creating opportunities for everyone to reach their rural and regional Australia will enjoy healthy, prosperous and diverse communities. This will be achieved even solutions to global challenges. By respecting and utilising our environmental, economic and social communities, innovative people, vibrant industries, healthy country”*** From little things, big things grow.

ARLF VALUES

Honesty and integrity in our dealings with one another and with our external stakeholders.

Professional and ethical behaviour to reflect and reinforce our positions of leadership in our industries and communities, and our commitment to quality and responsible care in all our activities.

Partnering and teamwork with each other and external stakeholders to continuously improve our communities and industries.

Positive attitudes in pursuit of opportunities and in dealing with challenges.

Tolerance and recognition of the beliefs and capacity of all people.

ARLF VISIONS

A Thriving Rural Australia.

A prosperous, outward looking and caring rural Australia committed to excellence, sustainability and international competitiveness.

A prosperous, caring Rural Australia, alive with opportunity.

Rural Australia – Focused on Success and Responsible for our Future.

Creating our Future Together.

Rural Australia: Working together, innovative and healthy.

A vibrant and optimistic rural Australia that understands indigenous history and values our shared heritage creating opportunities for everyone to reach their potential.

Rural Australia-the place to live, work, play and prosper.

Spirited communities, innovative people,

The Australian Rural Leadership Foundation would like to thank the following sponsors for making this publication possible.



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FOREWORD



I am pleased to launch the *A Decade of Visions*.

This publication represents the collective visions of more than 300 graduates of the Australian Rural Leadership Program

(ARLP) and documents their commitment to make a real and sustainable difference to our nation's rural and regional industries and communities.

Rural and regional Australia needs inspirational leaders who are able to work across the public and corporate sectors to drive and lead change at all levels – from local communities, to regional, state, national and international arenas.

The ARLP, like the Rural Research and Development Corporations is one of Australian agriculture's great success stories. It works because it is a partnership, a shared goal of industry and government.

Over the past ten years, many of our rural industries have experienced productivity gains that have occurred through sound investment into programs such as the ARLP by the Australian Government and its Research and Development

I am proud that my Department of Agriculture, Fisheries and Forestry has been a long term supporter of the ARLP.

I also acknowledge the strong partnerships and support that exists among the Research and Development Corporations. These partnerships allow emerging rural leaders to help our rural industries build a sustainable future for Australia.

I commend this publication to governments, industry organisations, rural communities and individuals who believe in the future of rural and regional Australia.

A handwritten signature in black ink, appearing to read 'Peter McGauran'. The signature is fluid and cursive, with a large initial 'P'.

The Hon Peter McGauran MP
*Australian Government Minister for Agriculture,
Fisheries and Forestry*

INTRODUCTION



The Australian Rural Leadership Program was initiated by the Australian Rural Leadership Foundation in 1992 as a unique opportunity for men and women from rural

and regional communities to undertake a program of personal and professional growth that would prepare them for leadership roles in the future.

Participants are drawn from diverse backgrounds, and represent all spheres of rural and regional business, industry, community and Government. All have been identified as people with the potential to articulate the needs of rural Australia in domestic and international arenas.

The first decade has seen in excess of 300 participants graduate from the Program.

The ARLP takes participants on a journey that challenges them physically, emotionally and intellectually. They are encouraged to reflect on and evaluate their values, to step outside their comfort zone and to experience life from a very different perspective. The ARLP is a period of learning, leadership development and network building

interact with domestic and international business, industry and Government, as well as different cultures and communities. At the end of the course, participants are asked to present their shared vision for rural Australia.

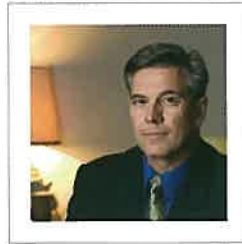
A Decade of Visions is a compilation of the journeys undertaken by Graduates of the ARLP since its inception until the completion of Course 10. It brings together recurring themes in their visions for rural Australia, as well as their aspirations, commitment and subsequent achievements within their rural communities.

The Australian Rural Leadership Foundation is proud of the success of the Program, and now seeks to extend its appeal to encourage more women, Australian youth, Indigenous people and representatives of diverse cultural backgrounds to benefit from the opportunities it offers.

DAVID CROMBIE

Chairman of the ARLF

ACKNOWLEDGEMENTS



This publication represents a personal vision come to fruition and would not have been possible without the generous contribution of the Graduates and staff of

the Australian Rural Leadership Foundation.

I particularly wish to thank the Director, Graduate Network – Lorraine Smith for her passion and commitment to the task of coordinating the editorial committee, and for the original synthesis of the diverse range of content across the Visions for Rural Australia that emanated from the first ten Courses of the Australian Rural Leadership Program.

I also wish to acknowledge the editorial skills of Wendy Shephard who assisted greatly in the format and word crafting of the final text.

DR STEVE CLARK
Executive Director



Pulling together the common themes from ten Courses, and documenting the strategies and achievements of our Graduates since they completed the Australian

Rural Leadership Program (ARLP) has been a humbling and moving experience; a task that I have taken very seriously. The process has confirmed my own beliefs in the measurable outcomes the Program has achieved for rural and regional Australia.

I would personally like to thank the dedicated working committee of ARLP Graduates, consisting of representatives from each of the first ten Courses, specifically: Kate Croll, Trudy Huczko, Mark Rowe, Cam Kneen, David Clark, Richard Shoobridge, Sue Benedyka, Mike Nunn, Lucinda Corrigan, Ian Crook, Melanie Trethowan, Susi Tegen and Heather Tomlinson. Without their input, which ensured the essence and intent of the Visions for Rural Australia remained intact, we would not have this powerful publication.

There are many actions identified in this document that will guide Graduate activity into the future. I look forward to seeing the fruits of this publication unfold.



BACKGROUND TO THE AUSTRALIAN RURAL LEADERSHIP PROGRAM

The Foundation's programs offer opportunities for existing and potential leaders from rural and regional Australia to realise their capability. Growth results from increased personal awareness and skills development, through to enhanced knowledge that enables participants to think more strategically. Importantly, connections made through participation in the Program, and from the network of graduates, offer lifelong access to knowledge that no library can provide.

Participants are encouraged to take a different perspective on leadership behaviours and to be open to change. In particular, to question and challenge the status quo in whatever organisations, industries and communities they direct their energies to.

Participation in the Australian Rural Leadership Program builds confidence and courage in the individual to stand up for their beliefs and to commit to action, especially where that action benefits others. It is hoped that they maintain their commitment to lifelong learning and leadership service in the interests of rural Australia.

Programs are experiential by design, build reflective learning habits and focus on their role in building strong communities and great organisations. This

Successful applicants attend 7 sessions over the 18 month period, requiring around 60 contact days. One of the most powerful sessions is the 2 week, outdoor experiential learning session that is conducted in the remote Kimberley region of NW Australia. This has proven to be a life changing activity for many participants and motivates them to adopt collaborative leadership approaches.

The Foundation also conducted the Murray Darling Basin Leadership Program. This Program was an initiative of the Murray-Darling Basin Ministerial Council and its Community Advisory Committee. The overarching objective for the Program was "to provide participants with the opportunity to interpret the Murray-Darling Basin Integrated Catchment Management Policy within a program focussed on developing personal leadership capability for the benefit of Basin communities".

This Program differs in significant ways from the ARLP in that it is shorter (3 sessions over 6 months); requires fewer contact days (23); has specific objectives related to Basin thinking and leadership development; had one major sponsor (Murray-Darling Basin Commission) and 2 other sponsors (the Foundation for Rural and Regional Renewal and the River Murray Catchment Water Management

As with the ARLP, experiential learning methods have been maintained and all evaluations have demonstrated the positive impact of this approach. The overall model has been demonstrated to be sound and sustainable, and we look forward to extending delivery beyond the initial 3 year contract.

The Foundation has recently won a contract to design and deliver a new program for rice growers. While this is also a multiple session program, it will be quite a different product. A product that will be tuned to the specific needs of farmers (in particular) who seek to build on the success of their Environmental Champions Program with additional skills that will contribute to the future success of the rice industry.

Where the desire to be better at what you do exists, then programs such as those offered by the Foundation can assist people accomplish their individual and community goals through strategic vision, passion and energy.

ROB PATRICK

Director Programs and Development

COMMUNITY LEADERSHIP

STRATEGIES AND ACTIONS

Nurture Community Leadership

Strategies

Promote participation in leadership training by Government and non-government organisations from both urban and rural sectors.

Encourage and support a diversity of people to be involved in leadership roles.

Actions

- Identify and develop people with the potential to articulate the needs of rural Australia by supporting their participation in leadership programs, such as the ARLP.
- Support and develop leadership opportunities within local communities by encouraging rural representation in a broad range of community, business, industry, Government and other authorities.
- Develop and implement leadership mentoring programs in industry and communities.
- Support the development of networks which aim to identify and nurture potential community leaders.
- Support leaders, from all walks of life, who are willing and able to challenge conventional attitudes and opinions.

“Through our journey we have discovered that there is power in learning and working together.”

Teresa Allen, Course 5

Community Empowerment

Strategies

Empower regional communities to manage their own industry and community issues.

Engage the community in the development of strategic and business plans that identify short, medium and longer term goals.

Actions

- Ensure community engagement in all processes of local Government and industry development.
- Provide incentives for individuals, businesses and industry to make a social investment in their local community.
- Promote partnerships between rural industries, Government and all levels of the community.
- Promote access for all rural people to quality education and training within their regions that incorporates financial, social and emotional support of families and communities.



“Having had no personal community involvement at all was a big gap in my application for the ARLP. Community is now my main priority. I leveraged off the strength of my company, to establish a community program. Prior to this, tangible community involvement was limited to donations to various local sporting groups.”

John Williams, Course 10

WHAT OUR GRADUATES HAVE ACHIEVED

- Supported members of the Australian Women in Agriculture (AWiA) and other leading women to undertake the Australian Rural Leadership Program. This was very successful with many of the leading rural women and women in agriculture now being graduates and members of the ARLP Network.
- Supported representatives from all spheres of rural and regional industry, business and employment, both Government and non government, to participate in the ARLP.
- Developed a participative, skill-based form of local governance which empowered local community members and identified potential community leaders. This was achieved by coordinating existing community groups with new forums in the Tourism, Arts and Culture, Business, Recreation and Leisure areas, and by providing skill based leadership training for individuals. The result was an increased understanding of the role of local Government and increased leadership skills in local Government.
- Created a new Community Board which consulted with the community and key stakeholders to produce a 10 year vision and a Local Community Plan, which was finalised in 2005.
- Presented at 2005 Agricultural Conference on the topic of "Doing your Bit for the Community".
- Completed several grant funded projects for Hyden-Karlgarin Landcare for implementation of a Cultural and Environmental Management Plan for The Umps, which involved extensive Indigenous and environmental consultation.
- Assisted with the establishment of the Alpine Valleys Community Leadership Program aimed at building relevant skills in the areas of leadership, communication and community development. Over 180 participants have completed this program.
- Through a Zimbabwe connection, used my networks to assist families who had immigrated to Australia to establish themselves in the community by creating placement opportunities in farming, teaching, and manufacturing.
- Adopting a concept from one of the companies visited on an ARLP Course, a local business in Allansford, Victoria, owned by one of the Graduates, established a community program entitled, "Community Holiday". The purpose of the program is to encourage employees to participate in a community-based activity two days a year; examples include visits to nursing homes, working in local charities, and helping
- Warrnambool Cheese & Butter transformed a monthly "casual day" into a fund raising event for Brophy House, an organisation that looks after the homeless. In 2005, these events raised \$3,000. The company now champions the local "Relay for Life" cancer appeal each year. The company also organises for the Red Cross mobile blood donation unit to visit its factory periodically so that the 300 employees can donate blood more easily.
- Established a Community Foundation for the Eyre Peninsula, providing a cost effective, tax deductible and ethical mechanism for those wishing to make a social investment in their local community.

"We are extremely fortunate to have been given the opportunity to participate in this program: to experience a journey of learning with a group of people bonded by a common desire to play a part in shaping the future of rural and regional Australia."

John Pratt, Course 5

INDUSTRY AND REGIONAL DEVELOPMENT

STRATEGIES AND ACTIONS

Build a Strong Rural Sector

Strategies

Seek opportunities that support rural industries to become profitable, sustainable and committed to continuous improvement.

Lead reforms to improve the competitiveness of Australian rural industry in the global market.

Increase investment in rural industry and enterprises.

Actions

- Identify opportunities to implement change within rural industry.
- Promote the formation of a national network of regional groups creating efficiencies in supply, logistics, financial management, marketing and communication, thereby expanding opportunities for export.
- Encourage individuals, supply chains, industries and communities to place greater emphasis on new technology, collaborative behaviour and information exchange.
- Provide forums for rural industry to consider issues of common importance, such as resource management, biodiversity and sustainability.
- Encourage rural industries to lead and promote the reform process within the industry.
- Work with Government to achieve amendments to legislation that strengthens industry competitiveness, particularly in the global market.
- Participate in the taxation reform debate to seek equity in taxation between industries, and balance between taxation on business and the individual.
- Build relationships between Government at all levels and industry by providing opportunities to engage in open debate, to network, and to gain a better understanding of each groups' thinking behind policies and activities.
- Identify sources of Government funding to support industry and regional development as a means of improving both the rural and national economy.
- Work with Government and industry to develop options for competitive rural financing.
- Improve industry understanding of the market environment in order to respond to changes in a



- Identify and pursue strategic alliances and innovative joint ventures with domestic and international partners.
- Provide opportunities for Australian youth to successfully establish agricultural enterprises.

STRATEGIES AND ACTIONS

Strengthen Regional Alliances

Strategy

Establish strategic alliances amongst communities and regions to promote business and lifestyle opportunities within the region both domestically and internationally.

Actions

- Reduce duplication of effort by encouraging regions to work together to identify potential markets and opportunities in business, the arts and tourism, and to proactively promote their major attributes to these markets through cooperative community effort.
- Establish and promote regionally based tourism programs, targeting specific domestic and international markets.

- Combine resources within and across regions as a means of maximising local intelligence, and build a critical mass capable of sustaining long term strategic planning and development.
- Quantify and demonstrate the interdependency of Australian communities.
- Establish networks across regions to develop and present unified positions to Government and industry on policies and programs that impact on the region.
- Participate in discussions and negotiations with Government for initiatives and economic incentives to support development in regional Australia.
- Promote the benefits to Government, industry and business of conducting conferences, meetings and other related corporate activities in regional areas.
- Explore the potential benefits of amalgamating regional development councils/boards to achieve economies of scale and to develop a regional identity that is recognisable at State, national and international levels.

Innovation

Strategy

Develop a culture that supports creativity and innovation in all areas of rural industry.

Actions

- Challenge conventional and traditional rural industry by encouraging and supporting creativity and innovation in the sector.
- Provide forums for rural industry to showcase innovation.
- Identify and support champions of change to promote the potential benefit of new and successful innovation within the rural sector.
- Promote to Government and industry the benefits and importance of providing incentives to rural enterprises to undertake innovative research.

“Enthusiasm is contagious, and so is good will. In my rural community, and indeed in the broader community, I try to live by the motto that within each of us is the power to create, nurture and transform, thereby growing whole groups of people working together on shared projects and encouraging innovators on their individual projects too.”

STRATEGIES AND ACTIONS

Research and Development

Strategies

Promote the importance of regionally focused research and links to national research programs.

Seek opportunities to increase the uptake of research and development in the rural sector.

Actions

- Identify and pursue the expansion of research programs at regional facilities.
- Increase the capacity for rural industry to influence the future direction of research and development by direct involvement in prioritising and funding processes.
- Encourage farmer-driven research and development through access to funding programs, both from Government and industry.
- Improve the transfer of knowledge and expertise from researcher to the end user.
- Encourage collaboration amongst researchers, producers and industry to trial new technologies and the application of research results to improve efficiencies in production and management.



- Ensure that Government and industry are provided with the best possible information in order to make informed decisions about research and its potential application to rural industries and enterprises.
- Encourage rural enterprises to increase the commercialisation of new technology, and capture Intellectual Property value for Australia.
- Encourage debate and an awareness of the science behind gene technology, its rapid

Community Ownership

Strategies

Implement consultative processes that ensure industry and regional development is entrusted to those who live, work and invest in the region.

Empower communities to identify needs and priorities, and to take ownership of long term planning and solutions.

Actions

- Encourage local Government to implement community consultation processes to identify key priorities, to inform decision making and to input into regional development and strategic planning.
- Foster cooperative relationships amongst industry, business, Government and the community to achieve a better understanding of the challenges, vibrancy and potential of rural Australia.
- Seek opportunities for consultancies aimed at developing and maintaining skills to support self-sustaining growth within rural communities.
- Encourage the community to actively support and promote its region.

STRATEGIES AND ACTIONS

Promote Professionalism

Strategies

Create partnerships with industry and business to develop and implement leadership, business and change management programs for rural people.

Promote the values of honesty, trust, integrity, tolerance and respect in conducting business.

Actions

- Encourage individuals to participate in business management programs that promote the principles of best practice through utilising new technology and research to improve business systems that result in increased efficiency and economic returns.
- Develop and introduce mentoring programs as a means of supporting individuals to mature and grow, both personally and professionally.
- Facilitate and participate in international exchange programs and forums to stimulate broader industry thinking.
- Utilise the ARLF Graduate Network to share and transfer knowledge of different industries by promoting an exchange of ideas and expertise.

“As a woolgrower and professional communicator, I am both managing change and communicating change. And I understand the vital role that communication plays in helping industries and communities successfully manage change.

But, as we have experienced through the leadership program, change is not easy .. before we can even consider it, we must first understand change, what the key drivers are, what the issues are, what the implications are, and importantly, what’s in it for the people that are going through the change.”

Robbie Sefton, Course 6

Support Best Practice

Strategy

Promote best practice by sharing competitive advantages that support continuous improvement within industries.

Actions

- Encourage industry to adopt best management practices that support and promote continuous improvement, as well as risk management strategies to assist business decisions over the short, medium and long term.
- Encourage the sharing of information and techniques within industries to promote best practice.
- Improve industry body governance through leadership and corporate governance training.
- Establish and promote benchmarking within and across industries to maximise return on investment.

STRATEGIES AND ACTIONS

Tourism

Strategies

Seek opportunities to promote rural industry, sporting, cultural and recreational events, together with a country lifestyle as an alternative tourism choice to domestic and international markets.

Seek sponsorship from industry and Government to promote regional areas as a tourist destination.

Actions

- Encourage local Government, industry, business, sporting and community organisations to recognise potential tourism markets within and across the region.
- Develop and implement promotional strategies to capitalise on the tourism market, both domestically and internationally.

Strengthen Urban and Rural Linkages

Strategy

Seek opportunities to develop linkages between urban and rural communities.

Actions

- Actively participate in the promotion and / or development of initiatives to improve awareness of the contribution rural Australia makes to the economy and social well-being of the nation.
- Participate at all levels of the political process, ie. local, State and Federal Government, to promote the opportunities and benefits of rural Australia.
- Promote Graduates of the ARLP as key people to represent the rural perspective on Government bodies responsible for policy and programs that impact on both urban and rural Australia.
- Strengthen linkages between rural and urban communities through cross-sectoral partnerships.

Recognise Rural Achievements

Strategy

Promote and celebrate the achievements and qualities of rural Australian communities.

Actions

- Encourage the recognition of rural men and women beyond their own communities.
- Showcase outstanding professionalism in the business management of rural enterprises.
- Promote innovation and best practice in rural industry and enterprises through supporting participation in domestic and international forums.
- Utilise the media to promote and celebrate achievements of communities and individuals to improve the image of rural Australia and the significant contribution it makes to the national economy, as well as the social and environmental well-being of the nation.

“One of my passions is to improve the lot of the people in the bush, and I feel that the work I am doing contributes to the improvements for the

STRATEGIES AND ACTIONS

Education

Strategies

Improve the educational infrastructure in regional Australia.

Improve the quality of education in regional Australia

Seek to increase the competitiveness between urban and regional education institutions.

Actions

- Work with Government and non government bodies to increase investment in educational infrastructure in regional areas.
- Encourage the participation of non government bodies to provide education opportunities in rural and remote regions.
- Develop linkages amongst regional educational institutions as a means of building expertise and expanding the curriculum offered by regional tertiary institutions, including medicine, health sciences, law, economics and commerce, business management, creative arts, and tourism and hospitality.

Land Tenure

Strategy

Break the nexus between land ownership and agricultural production.

Actions

- Encourage forms of land tenure other than ownership.
- Encourage the vision of land use beyond that of traditional industries and structures; seek out new partners and alliances to develop agricultural opportunities.
- Provide opportunities for clear career paths into the rural employment market outside traditional industries.

Future Prosperity

Strategies

Adopt the pursuit of excellence and continuous improvement within industry and business to ensure future prosperity.

Promote and protect Australia's disease-free status.

Support policies that align the cost of doing business in rural industries in line with world benchmarking.

Strengthen relationships with Government at all levels to ensure rural Australia continues to

Actions

- Continue to participate in and drive the reform process.
- Review benchmarks and best practice within and across industries to maintain a competitive advantage in domestic and international markets.
- Work with Government to establish and maintain economic incentives for development in regional Australia.
- Provide incentives for Australian youth to establish and expand traditional and non traditional agricultural enterprises.
- Encourage and support Government and industry to improve and maintain policies and practices that protect Australia's disease-free status.
- Inform communities of the risks to Australia's disease-free status, and promote activities that encourage community participation in its protection.
- Emphasise the importance of maintaining sound corporate governance, and the need to continue training and development opportunities both within the Government and private sector.
- Continue to identify and develop people with the potential to articulate the needs of rural Australia.

WHAT OUR GRADUATES HAVE ACHIEVED

Horticulture/Dairy

- Worked with the horticulture and dairy industries at a local, regional and national level to develop and deliver courses that encompass a culture of inclusive leadership and effective management of change. Over 300 people have attended these courses.
- In partnership with Horticulture Australia, conducted leadership and marketing programs for the horticulture industry, which included a trip to Europe to investigate potential markets. This was aimed at supporting horticultural businesses to expand their exporting operations. As a result, 30 Irish farmers visited Australia in 2004, culminating in the establishment of strong relationships with individuals, families, communities and industries between the two countries.

- Established the “East Gippsland Regional Food Group” (commonly referred to as the “food hub”), in recognition of the importance of the food industry to the region. The Group, consisting of representatives of key businesses associated with the food industry and the Department of Primary Industries, share information, identify common issues, undertake collective planning and seek business opportunities for the region. The objective of the Group is to provide opportunities for local business to expand, attract new business to the industry, as well as offer employment to people within the region.
- Due to the negative impact deregulation was having on the West Australian Dairy Industry, two ARLP Graduates advocated the concept of establishing a cooperative to WA dairy farmers; this resulted in approximately 50% of the farmers (140 members) joining the cooperative. The Graduates negotiated the purchase of two milk factories from George Weston Foods and National Foods, including raising the necessary capital to complete the sales. They negotiated a \$10 million loan from the WA Government that would convert to a grant if they completed the strict criteria of 6 key milestones within five years; they

benefiting from the loan being fully converted to a grant. They also successfully negotiated an international joint venture that has attracted \$12 million in capital to Western Australia, with the expectation that further investment will follow. In its 4th year of operation, the business has a \$50 million turnover, purchasing approximately 100 million litres of milk, employing 80 people and exporting product to 19 countries. Other benefits to flow include an increase in the farm-gate price for manufacturing milk in WA from 15c/litre to 18c/litre in year 2000 and to 27c/litre in financial year 2004-05. This has added value to the Western Australian economy as well as to the dairy farmers. The two Graduates have commenced an \$8 million capital upgrade of the facilities, which should be completed in the next 18 months.

“We could not have achieved any of this without the personal confidence, the knowledge, skills and experience gained by completing the Australian Rural Leadership Program.”

Larry Brennan, Course 2

WHAT OUR GRADUATES HAVE ACHIEVED

Sugarcane

- Assisted with the implementation of deregulation and restructuring in the sugarcane industry by designing a contract for sugarcane growers to supply the Mulgrave Mill for the 2005 season and onwards, which assured growers maintained profitably in production.

Wheat and Grain

- Contributed to the national strategic reshaping of the Australian Wheat Board (AWB) as it transitioned from a statutory marketing authority to a Top 100 Australian public company.
- Worked with the AWB on grain handling operations, managing ten grain terminals in NSW, assisting in the development of AS4801 resulting in AWB Grain Flow gaining DLIQ accreditation.
- Coordinated the newly developed trial for storage of AWB grain on farms, marketing contracts and training for farmers to classify and market their grain in the export and domestic market. This included managing the grain quality and the logistics to road freight grain through the grain terminals to the port or the domestic end user. This trial examined the various needs of the farmers from finance of storage, to investigating new ideas that could improve profitability of the industry. The program is now delivering cheaper supply-chain costs to the grower.
- As Chairman of the National Agricultural Commodity Marketing Association (NACMA), one Graduate was instrumental in leading a State-based Association into a national company responsible for all grain trading, the setting of standards, contracts, arbitration and education. The industry now adheres to NACMA standards, and the company has grown from 10 members to over 400 members since its inception.



- Successfully used “drought proofing techniques” including zero-till farming, full auto-steer GPS tram-track farming, bunkering of corn silage, the value-adding of grain and beef through a feedlot operation and diversification of income through a vertically integrated chemical and fertiliser distribution business.

WHAT OUR GRADUATES HAVE ACHIEVED

Beef

- Working at the strategic end of the Australian beef industry, one of our Graduates has been appointed to the newly established Cooperative Research Centre (CRC) for Beef Genetic Technologies. This same Graduate is a current member of the Beef CRC Board, and Chair of the CRC Advisory Committee whose role is to provide industry direction to the research program. The beef industry has made strong progress in the area of increased international competitiveness and efficient resource use through the application of research findings.

Aquaculture and Fisheries

- Instrumental in establishing Integrated Agri Aquaculture (IAAS) in Australia, particularly in Queensland. A number of Chinese Provinces and Israel expressed significant interest in entering into Memorandums of Understanding with IAAS in Queensland. As a result, the first freshwater aquaculture project for marine prawns was undertaken. The project generated considerable success, and saw the evolution of some interesting lateral thinking in systems development.
- Worked with the Western Rock Lobster Council to restructure the board, utilising good corporate governance principles, resulting in a more equitable representation of the industry.

Forestry

- Worked with rural communities and forestry companies in Western Australia, Victoria and Tasmania to adapt to the rapid change in land use from broad scale forestry plantations, through seeking the positive “win, win” scenarios.
- Actively promoted the image of Tasmanian forestry through community education and establishing a new branch of Timber Communities Australia. Fostered the development of forestry based value-adding businesses in rural areas.
- Supported by Federal funding over two years, initiated the AgForests Queensland project. The project brought together the two main industry associations of AgForce and Timber Queensland, representing both landowners and the timber industry (mostly sawmillers), to undertake a pilot project on the sustainable harvesting and management of private natural forest. It was a major project where the two main industry associations worked together for a common positive outcome.

WHAT OUR GRADUATES HAVE ACHIEVED

Wool

- Worked with stud merino sheep breeders to develop and implement a management program to be conducted in conjunction with their technical program. Twenty young leaders completed this six-day leadership program.

Cotton

- The Best Management Practice (BMP) Program in the Cotton Industry was an initiative of a number of cotton industry sponsored Graduates. A system was put in place to manage the pesticide levels in rivers and beef cattle. The project has expanded from pesticides to include all environmental issues impacting on land and water management. It is considered “best practice” in the cotton industry worldwide, and has seen the development of a manual by the Cotton Research and Development Corporation, a dedicated implementation program undertaken by Cotton Australia, and a formal voluntary audit program. The BMP Program has had an excellent uptake, resulting in a marked reduction in pesticides on farms, and improved communication amongst neighbours, staff and regulators

Business, Arts and Tourism

- Provided leadership to the industry, and direction and advice to the Federal Minister on Indigenous tourism issues.
- Strengthened linkages between agriculture, the tourism sector, Government and community through cross-sectoral partnerships, such as the opening of the Australian Cotton Centre in Narrabri, a major tourist attraction sponsored by the cotton industry.
- Author of three best practice publications for the tourism industry: “*Best Practice Systems for Regional Tourism Organisations*” demonstrated how regional tourism associations can improve their business and marketing skills to maximise the economic tourism benefits to their regions; “*Tourism Success Stories*” demonstrated how towns that had no tourism industry 10 years ago had re-invented themselves through tourism; and the “*Best Practice Manual for Wildlife Tourism*” was aimed at launching the Wildlife Tourism Industry in Australia, setting out to emulate the success of South Africa’s Wildlife Tourism Industry.
- Established and managed new “community based” forums in Business, Arts and Culture,
- Undertook analysis and the trial of a new community newspaper, in collaboration with the local community radio station.
- Led the implementation of two successful cultural festivals in the outback of South Australia through the Outback Fringe Festival Committee, Roxby Downs.
- A group of local volunteers submitted a nomination for the 60th Anniversary of the Country Hour. Hyden won the Western Australian section of the national competition and will now host a special anniversary event.
- A local group in Hyden is working towards hosting a “Baby Grand Opera” by the WA Opera Company.
- Liaised with potential new businesses and existing ones wanting to expand, with the aim of having more light industrial land opened up in Hyden.

INFRASTRUCTURE AND TECHNOLOGY

STRATEGIES AND ACTIONS

Provide Infrastructure

Strategy

Implement national infrastructure initiatives to support industry, business and communities.

Actions

- Encourage the participation of all key stakeholders in the planning and development of regional infrastructure.
- Emphasise the long-term benefits for Australia of effective regional planning.
- Negotiate with Governments at all levels to provide appropriate information technology and communication infrastructure within rural and regional Australia.
- Highlight to Government the benefits to communities and the national economy of providing an appropriate level of expenditure on all transport infrastructures.
- Identify and utilise Government funding sources to improve and sustain infrastructure in rural communities.
- Work with Government and industry to establish world best practice in all freight services.
- Establish dedicated fast freight services out of

Utility Service Obligations

Strategy

Establish community service obligations for privatised / corporatised utilities.

Actions

- Consult with Governments at all levels, industry and the community to set delivery standards of energy, communication and information technology to ensure parity for all Australians, regardless of geographic location.
- Determine annual monitoring and reporting of service performance.
- Negotiate with Government and industry to ensure rural communities have accessible communication networks and user friendly equipment.

Access to Information Communication Technology

Strategies

Create an understanding, and acceptance of the key drivers of technological change.

Provide access to "state of the art" information communication technology to rural Australia.

Actions

- Encourage Governments at all levels to provide the infrastructure necessary to ensure that all households in rural Australia have equitable access to "state of the art" information communication technology.
- Support an increase in the uptake of teleworking in rural and remote communities by promoting the concept of teleworking as an efficient and effective means of conducting business.
- Actively promote projects that provide information communication technology training to people in rural communities.
- Utilise appropriate information communication technologies to establish closer relationships between Governments and rural people, and maximise these relationships by ensuring rural people have timely access to information and proposed policies that impact on their community. Educate the community about the influence

WHAT OUR GRADUATES HAVE ACHIEVED



- Taken a lead role in managing and coordinating major projects of significance with the Queensland Department of State Development, including tourist resorts, coal mines, gas pipelines and chemical plants. These projects have provided improved infrastructure to Queensland communities, and have had a positive impact on the national and Queensland economies.



- Coordinated input into the Federal Government's review on teleworking. Longreach (in an "across Australia" consultation exercise) was the only rural and remote location the Australian Teleworking Advisory Committee visited.
- A Graduate of the ARLP, and representative of the Foundation for Australian Agricultural Women (FAAW), was a keynote speaker at the "Asia Pacific – Going Virtual" conference in Brisbane in September 2007.

- The FAAW was the only rural stakeholder invited to Canberra to address the Australian Teleworking Advisory Committee on rural/remote issues relating to teleworking. The meeting aimed to put forward recommendations to the Federal Government on methods of increasing the uptake of teleworking in Australia.
- Established a resource register to provide information on the availability of internet training and development programs in regional and rural Australia. The register contributes to reducing isolation, increasing business productivity and ensuring people in rural areas share in the benefits of information technology.

"The Foundation for Australian Agricultural Women lobbied hard to have rural/remote input into the teleworking consultation process. Our input was highly valued as teleworking is still rare in rural/remote areas, and we were the only rural stakeholder to provide a submission."

Chris Capel, Course 7

ENVIRONMENT

STRATEGIES AND ACTIONS

Engage all Stakeholders

Strategy

Motivate all Australians to take responsibility for the environment by adopting practices that contribute to the long-term ecologically sustainable use of resources.

Actions

- Develop and implement environmental programs that involve the whole community, and encourage cooperation amongst all stakeholders including industry, Governments at all levels, and relevant authorities, such as Landcare and Catchment Management Authorities.
- Participate in industry processes, community discussions and Government initiatives pertaining to sustainable natural resource management.
- Encourage industry to take the lead in addressing the social impact of its activities on the community, and to initiate change to deal with climatic conditions and the challenges within the global economy.



- Encourage community ownership of environmental activities undertaken by local Government.
- Foster a culture of personal responsibility for the preservation of the environment, including an improvement in air and water quality, through national awareness and information campaigns.
- Participate in conferences and other forums to share knowledge and expertise, and develop policies to address industry and community practices that adversely impact on the

Long-Term Planning and Viability

Strategies

Promote long-term planning approaches for industry sectors, recognising the sustainability of natural resources as a critical goal for the future of Australia's rural sector.

Promote policies that ensure the long-term viability of the environment and natural resources.

Maintain Australia's image as a clean and green country with ecologically sustainable food and fibre production systems.

STRATEGIES AND ACTIONS

Actions

- Encourage industry sectors to adopt a long-term planning approach that incorporates the concept of environmental sustainability.
- Seek funding to undertake and / or participate in research projects and consultancies aimed at developing best practice models of resource use and management, including solutions to salinity, soil degradation and water quality.
- Encourage Government and industry to develop and apply indicators and benchmarks for natural resource management.
- Support the use of the principles of sustainability (for ecological, economic and social benefit) in rural policy development.
- Increase grass-roots awareness of sustainability principles and their application to industry activities and development proposals.

Sustainable Resource Management

Strategy

Implement sustainable resource management processes at all levels of industry and community.

Actions

- Involve farmers, industry and communities in the development and adoption of appropriate indicators for sustainable resource management.
- Engage landholders in the implementation of regional programs that provide for the long-term sustainable use of natural resources.
- Provide farmers with the means to adopt best management farming practices to enhance the environment and profitability.
- Promote timber as a natural and sustainable product, which can assist in the solution to some of our pressing environmental problems, such as salinity control, water protection, biodiversity enhancement and greenhouse gas reduction.
- Collaborate with the fishing industry to improve its sustainability through reporting adverse environmental practices.

Business Incentives

Strategy

Increase incentive-based programs to industry in recognition of “best practice” in sustainable resource management.

Actions

- Participate in discussions and negotiations with Government for economic incentives for industry to employ “best practice” resource management activities. Incentives could take the form of rate rebates, interest subsidies and / or commodity premiums.
- Encourage greater public recognition of good environmental performance, both locally and nationally.
- Encourage industries to adopt environmental performance as a key component of individual benchmarks for productivity.
- Promote product differentiation, through eco-labelling, that informs consumers of a product’s “green credentials”.

STRATEGIES AND ACTIONS

Water

Strategy

Develop a national strategy for water usage in urban, rural and regional Australia.

Actions

- Foster better relationships amongst industry, irrigators, the community, environmentalists and Government to achieve regional solutions for water.
- Strive for more equitable outcomes for irrigators and the community with water reform processes.
- Encourage the development of water property rights, a functional water market and a fair and equitable sharing of the nation's water resources between industry, irrigators, the community and the environment.
- Promote debate and discussion on a water market in which industry, community and environmental interests are active participants in water trading.
- Work with irrigators, businesses and community interests to expand regional business opportunities created by improved efficiencies in

Conflict Resolution

Strategies

Create a better understanding amongst key stakeholders about the impact industry, farming and community activities can have on the environment.

Develop an awareness of the potential loss to industry and the community through restrictions to natural resources.

Actions

- Highlight the best practice environmental options available to communities and the resulting consequences of their choices.
- Support policies that ensure resource users have an agreed level of access within identified limits that maintain the natural viability of the resources.
- Advocate for an agreement from Governments at all levels to provide adequate funding to rectify the consequences of poor environmental decisions.

- Educate communities about their responsibilities to ensure an ecologically sustainable environment for the future.
- Use and build on existing frameworks, such as the Ecologically Sustainable Development processes, to guide decision-making and to provide a logical and defensible framework for such decisions.
- Support a coordinated approach to regional management of natural resources throughout Australia.
- Continue adoption of local land management leadership for sustainable practices, such as Landcare.

“I am committed to using my leadership skills to encourage and help rural land managers and urban people to work in partnership on the solving of problems of environmental decline and economic growth in rural Australia.”

Garry Cook, Course 4

WHAT OUR GRADUATES HAVE ACHIEVED

- A Graduate of the ARLP served as a volunteer for four years, including as president, with “Conservation Volunteers” - Australia’s largest practical conservation organisation.
- Deputy Chair of the Cooperative Research Centre (CRC) for Plant Based Management of Dryland Salinity. This CRC, based in Perth, is concerned with the movement of water through the landscape, with a particular focus on the salinity issue.
- Under the Natural Resource Management (NRM) program, managed a regional planning project of national significance that established a model of regional resource use planning. The outcomes of the project significantly influenced the Federal Government’s National Action Plan for Salinity and Water Quality (NAP) and the Queensland Government’s Regional Natural Resource Management Arrangements. The project was successful in facilitating conflicting regional interests—including the grazing and coal mining industry, cotton and grain growers, environmental groups, State and local governments, Indigenous people and the human services sector—to reach agreement on how the natural resources of the Central Highlands of Queensland should be used. This three year program led to the establishment of the Central Highlands Regional Resource Use Planning Cooperative (CHRRUP Co-op) in 1998, the first community body of its kind in the State with a clear mandate to consider the triple bottom line in planning NRM use.
- Negotiated the involvement of the Department of Primary Industry and Fisheries in establishing the Queensland Regional Natural Resource Management Arrangements to ensure adequate representation of the issues of primary industries and rural communities.
- Managed a suite of projects which investigated a range of social and economic issues relating to NRM. This led the way on providing support to regional community NRM groups to understand the social and economic impacts of changing NRM practices.
- Promoted excellence in NRM through the Sustainable Industries Initiative of the National Landcare Program, partnering with peak industry groups. It involves industry groups—farmers, communities and catchment planners—in developing and recognising industry expertise and investment as being the key to successful agribusiness, and supporting a healthy environment. The Initiative worked with cotton, dairy, sugar, farming systems groups, eg. the Western Australia No-Till Farmers’ Association (WANTFA), fertiliser, water / irrigation, wine and horticulture industry groups. More activities are planned). This has positioned the agricultural industry as responsible and professional natural resource and environmental managers.

WHAT OUR GRADUATES HAVE ACHIEVED

- In November 2000, successfully held the first “Positive Futures in Mining Communities Forum” at which all significant regional stakeholders in the coal mining industry meet over two days to identify how to address the social impacts of the mining industry. This resulted in two multinational mining companies implementing community-funding programs to off-set social impact, and to have an on-going dialogue between stakeholders in the region. It also drew significant State Government attention to the issues.
- Successfully established the Central Highlands Food and Fibre Group (NSW) to engage the irrigation sector in determining equitable use of water resources in the region. This group is now the main voice for the irrigation sector in all Government planning efforts. Other rural industry groups are emulating their lead.
- Managed a group of rural development experts who, during an extensive and prolonged drought, provided a range of capacity building products and services to rural industries and communities to manage the rapidly changing environment confronting them. Strategies were focussed on niche market development, developing and providing marketing expertise, business planning, business retention and expansion, and personal development. Central Queensland is currently experiencing growth in its rural communities as a result of a rapid expansion in the resource sector, and rural communities are in a better situation to capitalise on this development as a result of these efforts.
- Harnessed the increasing interest of Government, industry and community groups to work cooperatively to minimise the impact of “weeds”.
- In 2004, two Graduates of the ARLP conceived the idea of holding an industry lead forum in “Queensland Primary Industries Week” that openly discussed the implications for primary industries of climate change. The difference with this forum, held in April 2005, was that it was an industry lead initiative based on good science, rather than being Government or science led with industry an invited participant. The framework was about recognising and taking advantage of the opportunities that climate change could bring, in a changing global economy, by using (rather than fighting) those changes. The conference covered topics regarding the adaptability and resilience of different industries. As a result, peak primary industry organisations in Queensland and the Australian Greenhouse Office have planned a series of regional workshops across Queensland to discuss topics presented at the forum.
- Promoted debate and discussion, particularly within the dairy industry, on the potential for a water market which would see the community and environmental interests as active participants in water trading.

WHAT OUR GRADUATES HAVE ACHIEVED

- A number of ARLP Graduates have been actively involved in the NSW water reform process. Working with irrigator representatives from across the State and the NSW Irrigators' Council, a \$110 million Ground Water Structural Adjustment Package has been negotiated, which aims to achieve more equitable outcomes for irrigators affected by massive cutbacks to sustainable water supplies.
- Another Graduate of the ARLP was a key community leader involved in the \$5.5 million Pratt Water Project in the Murrumbidgee, which examined the river as a whole entity, and sought to identify ways to improve water management and achieve triple bottom line outcomes. The research project took over two and a half years to complete, and involved 150 people from the Visy Institute, and the Federal and NSW Governments. The project investigated Government legislation that inhibits water reform, addressed disincentives for saving water and sought investment opportunities to improve efficiencies in water use that involve both private and public organisations. The project produced 17 recommendations for water reform in the Murrumbidgee.

“The project involved undertaking a budget (water balance) of the river, an exercise not undertaken before. It was enlightening to do this measurement and monitor the situation; the outcome being that only part, and not the whole of the river needs rehabilitation.”

Jon Cobden, Course 9

- Another project in which Graduates participated was the development of a national vision for water usage. Entitled “Future Water Australia”, the project was a tripartite venture involving the Irrigation Association of Australia, the University of New England and the World Wide Fund for Nature that aimed to develop a bottom up approach to water reform.
- Advocate for a reward or incentive-based program, based on existing examples of local Government rate rebate programs, which acknowledges best practice land management activities, in the form of rate rebates, interest subsidies and commodity premiums.
- Identified lowland marginal farming country in the Northern Territory, and where possible and practical, initiated the restoration and

- An initiative of the Community Advisory Committee of the Murray Darling Basin Ministerial Council was the Murray Darling Basin Leadership Program. The Program was funded by the Murray Darling Basin Commission (MDBC) and delivered by the ARLF. The Program is designed for people passionate about securing the future of the Murray Darling Basin for the benefit of Basin communities. It aims to develop leadership skills, as well as broaden participants' knowledge and understanding of the Basin's environmental, economic and social assets, and the skills needed to protect it. One of our Graduates was the MDBC Leadership Program Coordinator, whilst another managed the Program through the ARLF.

MARKETING

STRATEGIES AND ACTIONS

Quality Focus

Strategies

Improve Australia's reputation domestically and internationally for the reliable supply of versatile, innovative and consistent quality rural goods and services.

Increase consumer trust in the quality and supply of rural Australian products.

Actions

- Promote the implementation of fully-integrated quality management systems throughout production and marketing systems.
- Certify the integrity, quality and safety of Australian products.
- Work with fresh-food companies to improve continuity and consistency of product in the supply chain.
- Seek support for a cross-industry study of current marketing systems and models with the aim of developing best-in-class marketing models incorporating quality management principles.

Access to Information

Strategy

Facilitate access to comprehensive up-to-date market information for all stakeholders within the production and marketing chain.

Action

- Recommend to research and development corporations that accessible generic marketing material gathered by corporations, and other industry representative organisations, be collated into a pool of information accessible to all industry representatives.

Training

Strategy

Ensure access to appropriate training in change management, market forces and product promotion to domestic and international markets.

Actions

- Promote an ethos and acceptance of change and continued improvement within industries and organisations in order to better position Australian industry to maximise marketing opportunities.
- Develop and provide training to industry participants on negotiation, marketing and trade, as a means of improving their understanding of both domestic and international markets.
- Actively encourage rural Australians to participate in business management programs.

STRATEGIES AND ACTIONS

Market Development, Management and Enhancement

Strategies

Develop policies to promote efficient transport, handling and marketing of products within a competitive labour market to optimise returns to rural Australia.

Increase market opportunities by accurate product labelling and marketing, eg. informing consumers of the product's "clean and green" credentials.

Support the development of policies that impact on wealth creation and business growth.

Actions

- Ensure that consumer demand is met in a timely manner, and at optimal value.
- Adopt marketing systems that communicate consumer requirements back through the value chain to the producer, including identifying issues such as the need for understanding and appreciation of cultural diversity.



- Implement marketing strategies and strategic alliances between differing climatic zones, to provide year round supply to markets.
- Encourage States and Territories to take a coordinated approach to marketing Australian products in order to gain maximum return.
- Highlight impediments to wealth creation and business growth and develop a strategy to work cooperatively with all relevant stakeholders.

International Focus

Strategy

Identify and pursue opportunities in international markets and support rural industries to become more internationally competitive.

Actions

- Develop, implement and promote a coordinated national marketing approach to exports.
- Foster new and established international trade partnerships and capitalise on emerging markets.
- Contribute to the further development of the "Supermarket to Asia" project.
- Utilise the opportunities created by Government participation at global and regional forums, such as APEC and GATT.
- Identify and pursue new niche markets for tailored products, including use of the internet to capture these markets.
- Pursue the objectives of global trade liberalisation in partnership with countries that support similar trade policies to Australia.

WHAT OUR GRADUATES HAVE ACHIEVED

- National networks of regional food groups creating efficiencies in supply, logistics, financial management, marketing and communication, thereby expanding opportunities for exportation.
- Positioned farmers to benefit from global niche market opportunities by customising their production systems based on demands and expectations of individual markets.
- Successfully lobbied Government to pursue international trade policies that seek to level the global playing field.
- Raised community understanding of trade liberalisation versus trade protectionism and the impact on the global economy.
- Enhanced Australia's image as a clean and green country with ecologically sustainable food and fibre production systems by positioning Australian farmers, processors and marketers to capture and develop domestic and export opportunities in the organic industry.
- Assisted food companies to improve continuity and consistency of product in the supply chain.



- Raised awareness of the scientific basis of Genetic Modification, and the potential benefit to producers, consumers and the environment. Advocated for the practical application of transgenic technologies, such as GMO crops, as a means of developing alternative sustainable primary production.

- Through the Canberra-based National Food Industry Strategy (NFIS) Ltd, one Graduate, together with a dedicated and capable team, was instrumental in creating \$120 million over three years in research and development projects for the food processing industry. In addition, \$30 million was contributed towards the building of two new Centres of Excellence in Food Safety and Functional Foods at the University of Wollongong and the University of Tasmania. The NFIS will continue to drive innovation in the food processing industry, as well as promote and support the transfer of knowledge to the wider food industry. The same Graduate was a participant of the Asian Marketing Committee for the Prime Minister's "Supermarket to Asia" project that, through a series of study tours, resulted in \$50 million in new business initiatives coming into Australia.



COMMUNICATION

STRATEGIES AND ACTIONS

A Vibrant Public Image

Strategy

Promote a strong and positive image of rural Australia's integral role in the national economy now and into the future both domestically and internationally.

Actions

- Develop and promote initiatives to improve awareness of rural Australia and the significant contribution it makes to the economy, and the social and environmental well-being of our nation.
- Utilise domestic and international forums to promote the benefits of international exchange with rural Australia.

Work Collaboratively

Strategies

Establish strategic alliances across regions to maximise domestic and international exposure to rural Australia.

Promote the benefits and opportunities of rural and regional Australia through collaborative communication strategies.

Actions

- Encourage major regional stakeholders to work cooperatively to develop and implement communication strategies that promote rural industry, business and tourism opportunities to domestic and international markets
- Develop and implement protocols to enhance the promotion of community // regional alliances and partnerships.
- Encourage cooperative community effort to promote regional activities.
- Encourage rural Australia to develop a comprehensive and shared vision through building cooperative and collaborative alliances across regions.



- Articulate a vision for rural Australia.
- Commit to long term strategic planning involving communities, industry, business and Government.

“It was realised that with a sound idea, clearly articulated and presented in a timely fashion to key stakeholders, change can occur.”

STRATEGIES AND ACTIONS

Bridge the Divide

Strategy

Improve communication, understanding and relationships between urban and rural Australian communities.

Actions

- Develop linkages with urban Australia through identifying and working together on issues of common concern, such as Landcare, clean air, waterways and oceans; and lead debate on topics such as water resources, soil degradation and animal welfare.

- Facilitate and encourage the participation of representatives from all sectors of the community to reflect the diversity of rural life.
- Utilise the media to illustrate the diversity and wealth of character of Australian rural communities.
- Facilitate dialogue between urban and rural Australia, emphasising the need for reliable, information management technology systems to sustain communication.
- Develop stronger partnerships between rural industries, local Government and community sectors by identifying specific industries and markets that can be promoted as opportunities to traditional and contemporary urban business.
- Establish strategic partnerships between rural industries, local Governments and communities to promote common policies, business and lifestyle opportunities to urban Australia.

Network Development

Strategy

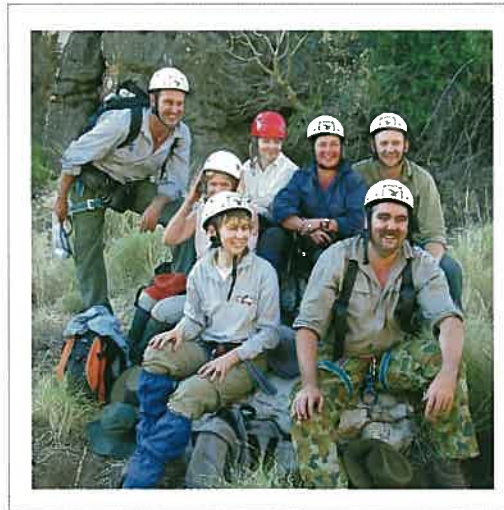
Support the development of networks that aim to build relationships between rural and urban Australia.

Actions

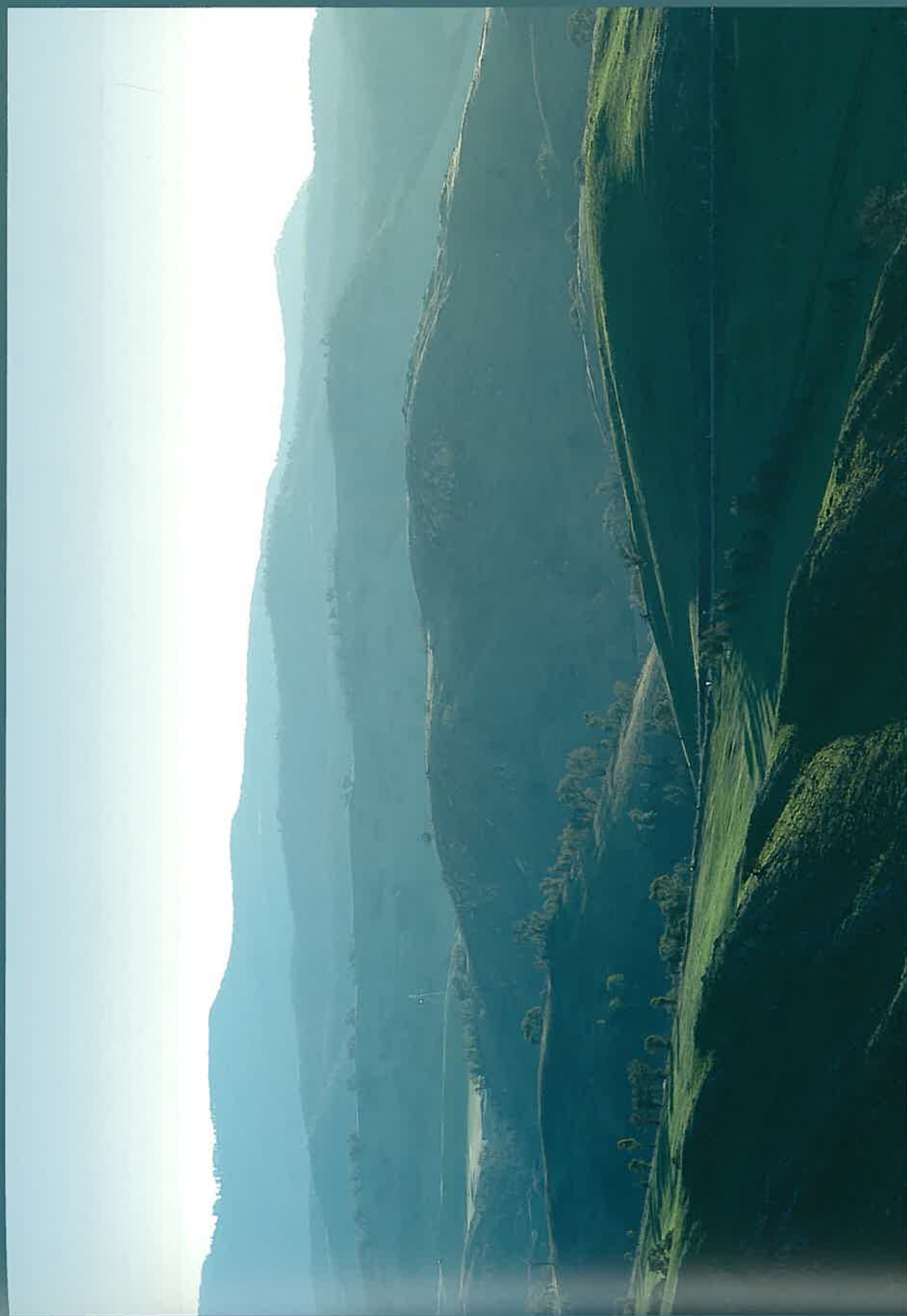
- Contribute to the national database of the ARLF Graduate Network by ensuring ARLP participants and key people relevant to rural Australia are included with details of their background, experience, and areas of expertise.
- Utilise the ARLF Graduate Network to encourage the concept of collaborative and vertically integrated partnerships between rural, urban and international business communities to ensure a more effective transfer of business knowledge.
- Promote rural Australia as a place of opportunity through developing networks between urban and rural business, local Government and communities.
- Utilise producer group networks as a means of enhancing the channels of communication between grass-roots producers, researchers, industry bodies and Government

WHAT OUR GRADUATES HAVE ACHIEVED

- The ARLF Graduate Network hosted the 2001 International Leadership Alumni Conference in Australia. Over 150 delegates attended. Members of the Network also facilitated pre and post conference tours of the East Coast of Australia. The ARLF Graduate Network has been actively supporting the attendance of Graduates to the ILAC since 1995.
- Supported a number of forums promoting and building international networks, particularly through women's groups, such as Australian Women in Agriculture (AWiA).



- A Graduate of the ARLP was a member of the Australian Government's Advisory Group on the World Trade Organisation (WTO) and attended the 4th WTO Ministerial meeting in Doha in 2001.
- Formed and maintain networks with international organisations that promote and deliver rural leadership programs, and promoted the ARLP through attendances at conferences and other forums.
- At the instigation of an ARLP Graduate, Westpac conducted an exchange program between country and metropolitan staff. This was extremely successful, resulting in great gains for the organisation through an increased understanding between both parties as to how the other half live, work and interact.



SOCIAL JUSTICE

STRATEGIES AND ACTIONS

Implementation of the Principles of Social Justice

Strategies

Apply the principles of social justice of access, equity, participation, rights and responsibilities, early intervention, coordination and cooperation, and reconciliation to all areas of Government, industry and community policy.

Ensure that marginalised members of our community have equality of opportunity to health, education, employment, housing, welfare and equity under the law.

Advocate for greater participation of women, Indigenous and other marginalised Australians on representative bodies responsible for decision-making and advising Government and industry on rural issues.

Actions

- Embrace gender, cultural, religious, socio-economic and geographic diversity within Government, industry and community policy.
- Encourage social investment in local communities.
- Engage representatives of all communities (urban, rural and remote) in decision-making and policy development.
- Nurture relationships amongst diverse communities and key stakeholders to drive Government policies that espouse the principles of social justice.

Incorporation of Community Development Principles

Strategy

Provide an environment where all Australians, regardless of gender, cultural and religious backgrounds, socio-economic status, and geographic location, have the opportunity to participate in planning and shaping our future.

Actions

- Bridge the divide between "city and country" via numerous mediums including joint ventures, cross-cultural exchange programs, and social and recreational activities.
- Support mechanisms that promote self sufficiency and sustainability within regionalised areas.
- Encourage integration and understanding of culturally and linguistically diverse populations within rural and regional Australia.
- Support measures that enable rural Australians to more effectively contribute to the development of their local community, both economically and culturally.
- Encourage Government and industry to invest in education, training and mentoring programs that support the development of local leaders from

STRATEGIES AND ACTIONS

Moving towards Reconciliation

Strategies

Increase the understanding of Australia's Indigenous culture and Aboriginal history.

Improve community awareness of the issues surrounding Native Title, including the process of making a claim for title.

Advocate for reforms to improve the socio-economic status of Indigenous communities.

Create opportunities for Indigenous people to develop leadership and mentoring skills.

Establish apprenticeship programs aimed at improving employment prospects for Indigenous people.

Actions

- Develop and implement a cross-cultural program that enhances two-way learning and understanding between Indigenous and non-Indigenous Australians.
- Encourage rural industries to increase the level of Indigenous involvement and employment in all aspects of rural industry activity.
- Work with Government and industry to create apprenticeship positions for Indigenous people.
- Establish partnerships between mainstream and Indigenous educators together with Indigenous peoples to reduce educational disadvantage.
- In partnership with local Indigenous people, encourage programs that increase recognition and understanding of Indigenous culture.
- Encourage and support activities that underpin the principles of self-determination.
- Support the implementation of processes that provide timely resolutions to Native Title.
- Provide opportunities for Indigenous people to build support systems and networks specific to their needs.



“We have become more conscious of our biases and now see value in our differences.”

Course 5 Presentation

WHAT OUR GRADUATES HAVE ACHIEVED

Reconciliation

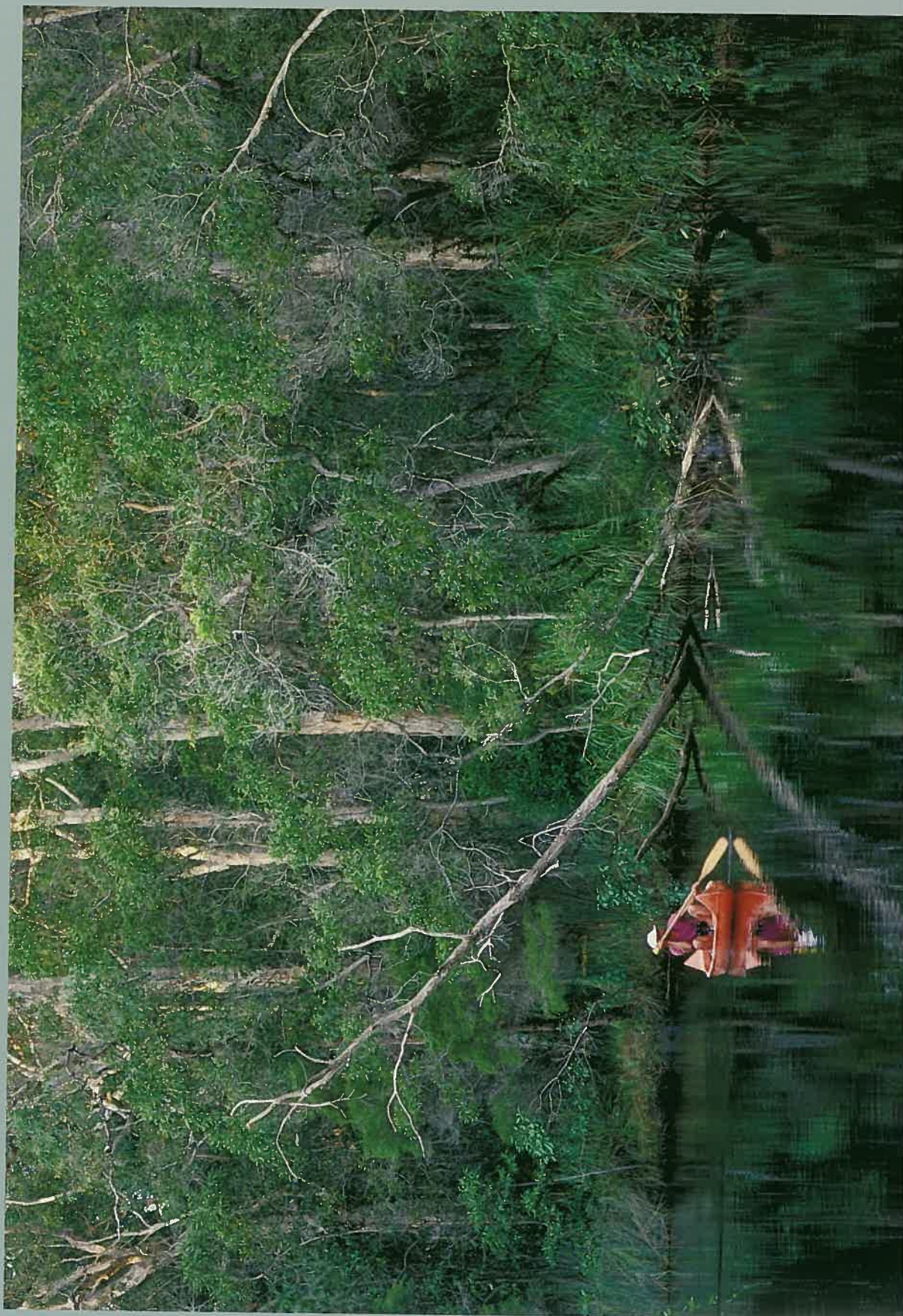
- Designed and implemented a National Indigenous Leadership development program, coordinated in Canberra, to advance Indigenous Leadership in Australia.
- Developed a “Cultural Emersion Program” in partnership with other agencies designed to give Indigenous and non-Indigenous Australians cross-cultural experiences with opportunities to enhance two-way learning and understanding.
- Implemented a project in NSW between the Cowra Health Service and the local Wiradjuri people to increase recognition and understanding of Indigenous culture.
- Developed an Indigenous Pastoral Apprentice Scheme for young Aboriginal people to enter the mainstream workforce. The scheme started with two separate groups (18 in total), resulting in 16 of the participants being employed on cattle stations. The Indigenous Pastoral Apprentice Scheme encompasses mentoring and other support mechanisms.
- Created opportunities for Aboriginal people in the pastoral workforce through the Indigenous Pastoral Program, which supports cattle farming on Indigenous land. This involved investing in Indigenous land increasing its capacity to
- Worked collaboratively to farm and propagate Indigenous land utilising environmental management strategies.
- Various ARLP course participants have assisted Indigenous youth develop practical work and life skills, environmental awareness, increased education opportunities and sports participation through mentorship, financial assistance and networking.
- Established a local support network of Aboriginal women with an interest in health, and act as their advocate in their endeavours to improve the health and well being of their families and communities.
- Utilising the Foundation for Agricultural Women as a vehicle, a number of Graduates conducted a series of 10 workshops around Australia based on the theme, “how to deal with contentious issues within your community”. In total, 150 women attended the workshops, discussing reconciliation and native title issues, and the skills required to work with the diversity of the community.

“I will create a platform for Indigenous Australians in my region to improve the health of their social, environmental and economic well-being. I will do this by gaining an understanding of the needs and aspirations regarding Indigenous owned land from their perspective, painting a picture of reality and by using resources and skills available to me ...”

Alister Trier, Course 8

Equality

- Successfully campaigned for a Charter for Women in Local Government in partnership with the Australian Local Government and Shires Association (NSW), Australian Local Government Women Association (NSW), Australian Local Government Managers Association (NSW) to achieve a more balanced gender representation in local Government.
- Developed a strategic plan for the Australian Local Government Women's Association (NSW) and was successful in a grant application with the Office for Women (NSW) to develop a program to assist women in balancing Council representation, work and family.



YOUTH

STRATEGIES AND ACTIONS

Education

Strategy

Improve education and training opportunities for young people in rural communities.

Actions

- Establish scholarships to assist young people from rural communities to gain a tertiary education.
- Encourage rural industry to take responsibility for ensuring equal access to quality education and training occurs within their respective sectors.
- Advocate for an agreement from rural industry and Government to increase the number of apprenticeships, and to improve the range of courses available to young people in rural communities, eg. information technology, farm management, hospitality and tourism.
- In cooperation with school principals, teachers, career advisers and industry representatives, seek to provide primary school children with greater exposure to the opportunities that exist for employment in our local industries.

Social well-being

Strategy

Promote programs that target the social well-being of youth in both urban and rural communities.

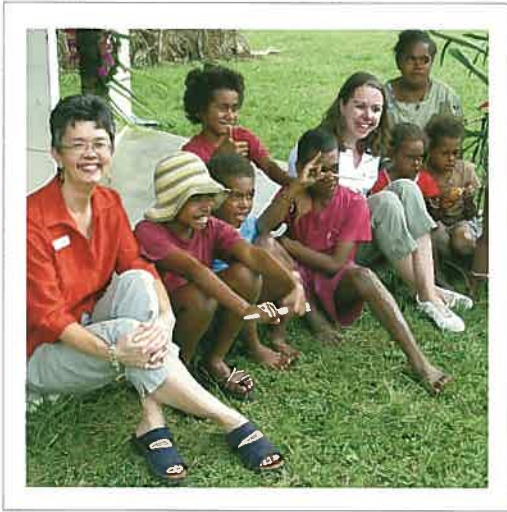
Actions

- Identify and document exemplary rural community models that have successfully prevented or overcome social issues involving rural youth such as unemployment, homelessness and isolation from society.
- Encourage troubled youth to participate in work experience programs, such as on outback stations where they have the opportunity to learn practical farm skills, life skills, environmental awareness, which engenders new attitudes and mental strength for their individual future.
- Achieve greater awareness amongst young people of the advantages and disadvantages of living in cities and rural areas.

- Develop youth exchange programs between city and country.
- Provide a forum for teenage boys that encourages expression through the arts.

“My personal vision as a consequence of participating in the ARLP is for Australians to believe in themselves and the future of Australia and to think one generation ahead.”

Sally Tonkin, Course 4



Employment

Strategy

Promote employment and career pathways in the rural sector.

Actions

- Bring young people, their parents and teachers together with potential employers to raise the awareness of career opportunities and the skill sets required in the rural sector.
- Develop and implement training programs that address skill requirements.
- Develop and implement training programs to improve the interpersonal and communication skills of young people.
- Promote and support mentoring programs.
- Support discussions and negotiations with Government about initiatives and incentives to encourage business to employ and train young people.
- Conduct programs to encourage young people (both rural and urban) to actively seek employment in rural and regional Australia.

Policy

Strategy

Increase opportunities for young people to influence Government policy at all levels.

Actions

- Establish youth membership positions on industry boards and advisory committees, and support them through appropriate governance training.
- Educate young people about Government processes and procedures.

WHAT OUR GRADUATES HAVE ACHIEVED

- Promoted the training and awareness program, "Our Youth – Our Future", to NSW wool communities and key industry organisations. The program aims to bring high school students, their parents and teachers together with potential employers to promote professional opportunities in the region, as well as highlighting the necessary skills required. This created opportunities for young people to develop careers in the Australian Sheep and Wool Industry.
- On behalf of the Lower Namoi Cotton Growers Association, and in cooperation with the local high schools and TAFE, designed and implemented the program, "Advancing Regional Careers" (ARC). Building on the Goondiwindi model, "Our Youth - Our Future", the ARC program raised the awareness of career opportunities and skill needs in the region.
- Established a specific two-year scholarship to support a local Indigenous youth complete Year 12 and continue onto tertiary education.
- Gave primary school children a greater exposure to opportunities that exist for employment in
- The Western District Health Service, Hamilton was awarded the 2004 Powercor Regional Award for a multi-media program that utilises the media to reduce the social isolation of young people in rural communities. The program has been running for three years and received the Young Enterprise Award for innovation.
- In cooperation with JEF (Just Enough Faith), organised for Sydney street kids to experience life in the bush where they had the opportunity to learn about teamwork and different life skills. For many participants this resulted in improved self esteem and self confidence. The program provides ongoing training, accommodation and meals for groups of 20 at a time.

"I was so moved by my experience of spending a night with the Sydney street kids, many of whom came from rural Australia, I made a promise to myself that I would, in some way, give something back and help these young people"

Lorraine Smith, Course 2

"The experience I had with the Salvation Army in Sydney will stay with me for life. Seeing what they were doing with homeless, abused and drug addicted kids, with very little resources or recognition, showed me the true meaning of leadership."

Robert Houghton, Course 8

- Course Two of the ARLP sponsored three disadvantaged youths from Sydney's "Street Smart" operation onto the "Lord and Lady Somers Camp" in Melbourne. The camp provides leadership skills development for young people and street kids. One of the Course members still actively participates by transporting youths to and from the camp each year.
- Through Country Arts SA, held an exhibition of visual art submitted by teenage boys. This provided a forum where teenagers could express their views, originality and passion in a way that is meaningful to them.

EDUCATION

STRATEGIES AND ACTIONS

National Education Standards

Strategies

Advocate for a fair and equitable education system for all Australians, regardless of gender, cultural and religious backgrounds, socio-economic status or geographic location.

Improve rural community access to the three tiers of education, ie. primary, secondary and tertiary.

Action

- Emphasise to Governments at all levels the benefits of applying national benchmarks for education, with consistent curricula in literacy, mathematics and the sciences.

Improve the Quality of Education in Rural Communities

Strategy

Ensure that there is equal access to high quality education for people in rural and remote areas.

Actions

- Highlight the deficiencies in the current education systems that disadvantage rural and isolated families.
- Support discussions and negotiations with Government about initiatives and incentives to encourage experienced teachers to relocate and work in rural and isolated areas.
- Work with State and Territory education authorities to tailor curriculum content to embrace local and cultural experiences.
- Encourage the participation of non government bodies to provide education opportunities in rural and remote regions.

International Exchange

Strategy

Increase opportunities for international education / knowledge exchange.

Actions

- Foster links amongst regional institutions to establish a more coordinated approach to exchange programs and their promotion at the international level.
- Promote regional Australia as an attractive destination for overseas students.
- Identify exchange opportunities for regional Australia in international education.
- Support the export of specialist rural sector knowledge to international markets.

STRATEGIES AND ACTIONS

Continuing Education and Training

Strategy

Establish processes for continuing education and training opportunities in the rural sector.

Actions

- Support vocational courses for all industry groups.
- Promote the benefits of lifelong learning in the community.
- Increase awareness of “recognition of prior learning” (RPL) skills acquired “on the job”.
- Encourage rural industry to take responsibility for ensuring quality continuing education and training occurs within their respective sectors.
- Encourage forums and knowledge exchange opportunities both within and between rural communities.
- Identify and encourage effective rural industry leaders to become members of industry training boards and other education organisations.

Investing in the Future

Strategy

Promote the significant role that the continuum of education has in ensuring the future of our rural communities.

Actions

- Encourage the wider community to participate in the development and provision of appropriate educational programs in rural Australia.
- Create partnerships with industry to ensure the sustainability of a locally trained workforce.
- Encourage industry to provide continuing education opportunities for employees.
- Ensure the rural sector has the appropriate skills and knowledge to analyse and respond to policies and decisions that impact on its communities.



WHAT OUR GRADUATES HAVE ACHIEVED

- Instrumental in the process of single provision of secondary education in Echuca, Victoria by amalgamating two schools to provide more opportunities for the students.
- In partnership with the Australian Red Cross, the Echuca community initiated a youth mentoring program across six schools; creating better outcomes for disadvantaged and at risk young people.
- Responsible for the leadership of an education district, spanning the Fraser-Cooloola District in Queensland, that has 38 schools: 14000 students; 2500 teaching and para-professional staff; a district office team of 15 people and an array of educational delivery sites such as alternative education centres.
- Engaged the Hervey Bay community in Queensland in the employment and training sector to design and implement a multi-faceted approach to mentoring youth as a means of realising greater job opportunities for both employers and young people. This resulted in a united education sector working collaboratively as the key agency for community capacity building.
- In 1999 received funding of \$30 million over three years from the Farmbis scheme for training Queensland primary producers in personal development and leadership skills, financial and business management, marketing, and natural resource management. The Queensland Rural Training Industry Council has been engaged to deliver training to primary producers.
- Identified opportunities to promote regional Australia as an attractive destination for students through Australian Education International, an agency within the Department of Education, Science and Training.
- Developed and implemented an accredited national training program for recreational fishing administrators through the Fisheries Research and Development Corporation, NT.
- In conjunction with the Goulbourn Ovens Institute of TAFE, three Graduates from different ARLP courses established the National Centre for Dairy Education in Australia. The Centre is based with the Dairy Australia Office in Melbourne.

“The ARLP Course Ten Vision included a focus on youth: use of the capacity of communities to support mentoring and the education of young people, and taking responsive/pro-active approaches to social issues and challenges such as suicide, depression and health. These elements have provided an important platform to carry out my work in regional Queensland as an educational and community leader, and have led me to instigate an exciting process of community development in the City of Hervey Bay.”

Stephen Brown, Course 10



HEALTH AND WELFARE

STRATEGIES AND ACTIONS

Engaging Communities

Strategies

Identify community health and welfare needs.

Identify and prioritise current resources, including workforce capacity.

Take ownership of long-term 'solutions'.

Actions

- Work with community, business and industry to identify innovative and collaborative ways of improving access to quality medical and health services in rural areas.
- Undertake research in rural communities as a means of informing future health needs and priorities.
- Improve access to welfare services by strengthening business and industry partnerships and increasing their understanding of rural community needs.
- Identify and utilise Government funding sources and programs to encourage medical and health professionals to take-up careers and live in rural communities.
- Develop and implement a mentoring program for medical and health professionals.
- Promote to Governments at all levels alternative

Integrated Planning

Strategy

Support the implementation of integrated health and social welfare planning across all health and social service areas.

Actions

- Focus on preventative health programs as a first priority.
- Ensure delivery of essential health and family support services reflects the changing health needs of the community.
- Empower regional communities to direct and influence their own health issues.

Primary Carers

Strategy

Support and encourage family members and individuals as 'Primary Carers' in rural Australia.

(A 'Primary Carer' is the 'first person' responsible for the well-being of a 'Patient'. This is generally an adult, and may be a parent, sibling, other relative, friend or neighbour)

Actions

- Encourage Government, service providers and professionals to consider how community agencies and organisations can be more responsive to carers.
- Raise Government awareness of the value of primary carers, and seek recognition through such avenues as changes to the taxation system.
- Establish support networks and services to assist primary carers to provide appropriate care, particularly in remote communities.

WHAT OUR GRADUATES HAVE ACHIEVED

- The ARLF Graduate Network was approached by the Australian Rural Health Network to assist in providing mentors for health professionals who move, or are considering moving, to rural and remote areas. The project has been a great success with many Graduates and health professionals benefiting from the experience.

“This was an excellent opportunity for our Graduates to attract much needed medical expertise into our rural areas. I feel that, because of the involvement of the ARLF Graduates, the mentoring program will be much more useful and effective than we had expected.”

Simone Bartrop, Australian Rural Health Education Network

- Partnerships with communities, local Government, economic development boards and business to promote the region to prospective general practitioners and allied health professionals.
- Raised community awareness about the state of general practice and issues facing health care delivery.
- Worked with local schools to promote careers in
 - Collaborated with hospitals, aged care facilities, pharmacists and general practitioners to ensure whole of patient care.
 - Established an alliance with Queensland Health to address issues for young people such as healthy eating, youth suicide, mental health and drug abuse.
 - A Graduate of the ARLF, and Director of the Western District Health Service in Hamilton Victoria, is the Principal Investigator of the “Sustainable Farming Families” Project that is examining farming families’ health and the impact on farming businesses. The project is being conducted over three years: Western District Health Service is the lead agency, and has involved a variety of unusual partnerships, such as RMIT University, Hamilton Rural Industries Research Development Corporation, the Geoffrey Gardiner Foundation, AWIA, DPI Vic, Westvic Dairy, Colac Area Health, Farm Management 500, Victorian Farmers’ Federation, and Meat and Livestock Australia.
 - The Sustainable Farming Families Project was awarded the Powercor Regional Innovation Award in July 2005, and the Victorian Innovation
- A Graduate of the ARLF received the 2005 Rural Health Award for outstanding contribution to the community for the Barwon South West Region of Victoria. The Graduate is the Director of Community Services at Western District Health Service, Hamilton. One of her achievements is the Sustainable Farming Families Project, which is monitoring and working with 338 farming families providing skills and knowledge on the impact of health on the triple bottom line of farming family businesses. The three year research project utilises evidence based models and has proven to be making significant changes to participants’ attitudes towards health and safety, not only for themselves, but their families and their farm business.
- A Graduate used the networking and media skills gained during the ARLF to initiate a campaign to raise community awareness about the need to immunise children, following a near family tragedy, when his six month old daughter contracted chicken pox and developed septicaemia (a form of meningitis). As a consequence of the family’s actions, the Government offered free vaccinations to the community, resulting in an increase in the overall

