

NT Plant Industry Strategic Development Plan

2018 - 2028



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Summary

A workshop was held at the Northern Australian Development Offices on the 2nd, 3rd and 4th of May 2018 in Darwin to develop a 10 year Strategic Plan for the Northern Territory Plant Industries.

Attendees:

- Jessie Jenkins - Grower
- Dr Gordon Rogers - AHR
- Bruce Vandersee - Vanderfields
- Allison Dakin - NTCA
- Paul Burke - NTCA
- Vin Lange – Centrefarm (NT Farmers Board)
- Greg Owens NT Farmers - CEO
- Simon Smith – Grower (NT Framers Board)
- Leo Skliros – Grower (NT Farmers Board)
- Andrew Philip – NT Farmers - IDO
- Phil Hausler - DPIR
- Paul McLaughlin – Grower (NT Farmers Board)
- Matt Hall - DPIR
- Martina Matzner - Grower
- Camilla Philip – NT Farmers - IDO



Summary

The plan addressed the following “Terms of Reference”:

- Building Industry Capability for Existing Industries
- Identifying New Crops and Farming systems
- Domestic and Export Markets opportunities
- Developing Natural and Human Resources
- Industry outcome Driven R&D
- Infrastructure for Industry Growth

With focus on:

- Market Dynamics
- Demand Generation
- Supply

Three key focus areas emerged for action planning and resource allocation:

1. Market Development (Local & Export – New and Existing products)
2. Research, Development and Extension (New & Existing products in Existing & New areas)
3. Government Influence and Policy





Vision – Mission - Goal



VISION

The Northern Territory plant industries aspire to lead nationally as a unique, prosperous, agile, expanding and sustainable agribusiness sector. The resulting economic growth attracts skilled people and cultural diversity, enriching Northern Territory communities.

MISSION

Through diversity, respect and collaboration with land holders and other stakeholders, NT Plant Industries succeed in an environment of market driven research, innovation, rich resources, environmental stewardship and leading the world with new technology and infrastructure.

GOAL

The NT Plant Industries will grow at double the rate of Australian Agribusiness over the next ten years to reach a min \$600mill by 2028.

Strategic Focus Areas

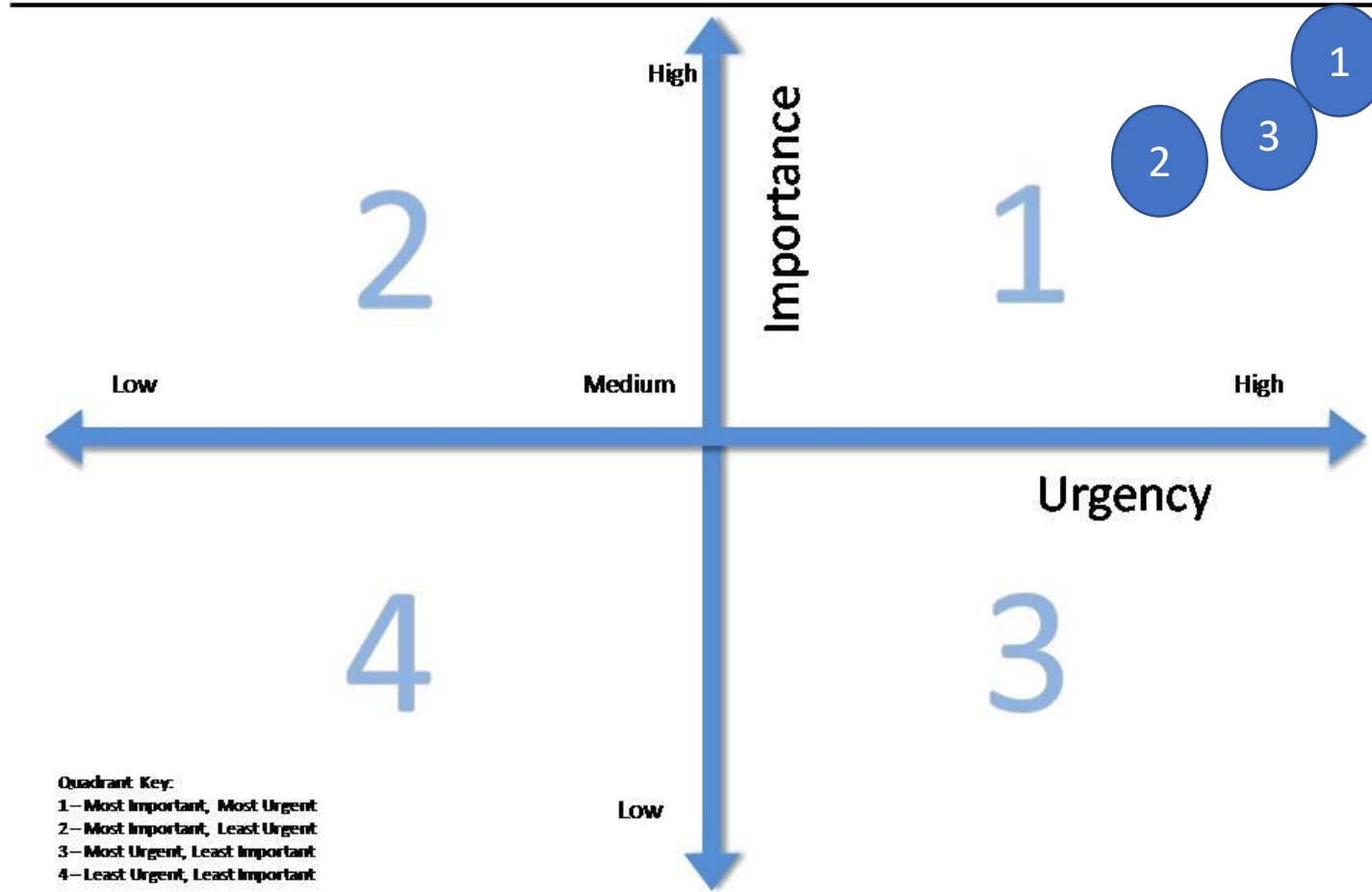
1. Market Development.

2. Research, Development & Extension.

3. Government Influence and Policy.



Priority Matrix



N.T. PLANT INDUSTRY

“Plan on a Page”

VISION

The Northern Territory plant industries aspire to lead nationally as a unique, prosperous, agile, expanding and sustainable agribusiness sector. The resulting economic growth attracts skilled people and cultural diversity, enriching Northern Territory communities.

Building Industry Capability for Existing Industries

Identifying New Crops and Farming systems

Domestic and Export Markets opportunities

Developing Natural and Human Resources

Industry outcome Driven R&D

Infrastructure for Industry Growth

FOCUS #1
Market Development
(Local & Export, New & Existing)

FOCUS #2
Research & Development & Extension
(New and existing crops and areas)

FOCUS #3
Government influence and policy.

- ACTIONS
1. Identify new market opportunities
 2. Establish “Value Proposition” by customer segment
 3. Identify new value adding opportunities

- ACTIONS
1. Optimise existing crop production systems
 2. Identify and optimise new crop commercialization
 3. Identify new production areas
 4. Technology and Innovation

- ACTIONS
1. Enhance & maximise labour availability to industry
 2. Ensure water resources are optimised and available
 3. Facilitate required infrastructure focus
 4. Optimise Biosecurity

New markets for existing and new products drive a minimum \$300 million profitable revenue growth in plant industries across the NT by 2028

Market focused **research, development & extension** facilitate & optimise production systems and deliver profitable growth in new and existing areas.

Working closely with **Government** to ensure Labour, Biosecurity, Land, Water and Infrastructure support NT Plant Industries development and growth.

Enabler:
The Right People

Enabler:
Communication

Enabler:
Technology / Innovation

Enabler:
Networking and Benchmarking

Enabler:
Support from Allied Industries

Goal:
NT Plant Industries grow at double the rate of agribusiness nationally, to reach min \$600mill by 2028

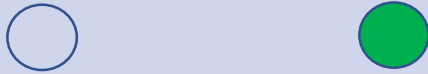


SCORECARD

MARKET DEVELOPMENT



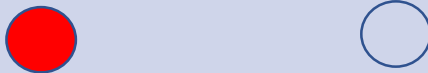
- Identify new market opportunities.



- Establish "Value Proposition" by customer segment



- Identify new value adding opportunities



RESEARCH, DEVELOPMENT & EXTENSION



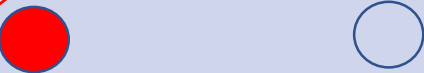
- Optimize existing crop production systems



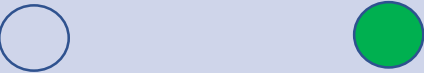
- Identify and optimize new crop commercialization



- Identify new production areas



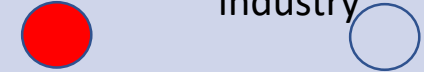
- Technology and Innovation



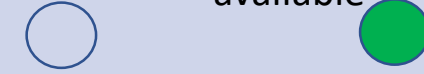
GOVERNMENT INFLUENCE AND POLICY



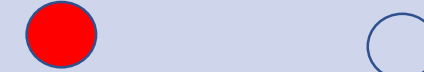
- Enhance & maximize labour availability to industry



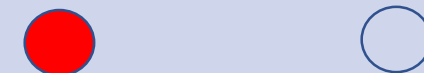
- Ensure water resources are optimized and available



- Facilitate required infrastructure focus



- Optimize Biosecurity



EXAMPLE ONLY



Action Planning – Market Development

Executive Sponsors	Project Manager
<p><u>Board:</u> Vin Lange Han Siah</p> <p><u>External:</u> Gavin Scurr</p>	<p>Camilla Philip</p> <p><u>Current Resources:</u> Mango Co Innovation Advisory Panel</p>



Action Planning – Market Development

Objective 1	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
New and expanded markets for existing & new crops & products (Export / Domestic)	<ol style="list-style-type: none"> 1. Identify new market & penetration opportunities Export / Domestic 2. Facilitate negotiable information for market access where applicable (2019/2020) 3. Ensure available supply chain infrastructure/ logistics requirements and capacity 	<ol style="list-style-type: none"> 1. Identify “x” new markets & “x” penetration opportunities Export / Domestic 2. Collaborate with R, D & E bodies 3. “X” new market access facilitated 4. Seamless customer experience (CFR & DIFOT) 	Quarterly	NT Framer IDO's DPIR Industry Organisations APVMA AQIS NT Trade & Innovation Austrade EFIC



NT Farmers PISDP Action Plan Market Development				2018 / 2019											
Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct Market Development Working Group review meeting with Executive Sponsors	New and existing Products and	Camilla P	Quarterly												
Analyse domestic and export market performance (value chain) and access (current state) of the NT Mango industry. Identify gaps and opportunities.	New and existing Products and markets	Camilla P													
Analyse domestic and export market performance (value chain) and access (current state) of the NT Cucurbits industry. Identify gaps and opportunities.	New and existing Products and markets	Camilla P													
Analyse domestic and export market performance (value chain) and access (current state) of other NT Horticulture industries. Identify gaps and opportunities.	New and existing Products and markets	Camilla P													
Analyse domestic and export market performance (value chain) and access (current state) of the NT Broadacre Plant industries. Identify gaps and opportunities.	New and existing Products and markets	Andrew P Camilla P													

Action Planning – Market Development

Objective 2	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
Establish “value propositions” for appropriate customer segment & branding	<ol style="list-style-type: none"> 1. Identify the Brand Landscape 2. Define the unique/ other attributes of the NT Plant Industries into value propositions. 3. Segment customers market groups by “buyer behaviour” & needs 4. Market research (eg. share / opportunity / trends) 5. Collaborate with R, D & E bodies 	<ol style="list-style-type: none"> 1. Ready identifiable Brand promise / value propositions 2. Clear understanding of customer segmentation and requirements 	Quarterly	NT Framer IDO's DPIR



NT Farmers PISDP Action Plan Market Development					2018 / 2019										
Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct Market Development Working Group review meeting with Executive Sponsors	Brand and Value	Camilla P	Quarterly												
Provide quarterly Brand "landscape" update including shares, new, existing, emerging and branding opportunities.	Brand and Value	Camilla P	Quarterly												

Action Planning – Market Development

Objective 3	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
Establish “Value adding” and appropriate customer options	<ol style="list-style-type: none"> 1. Market research (varied eg. Share / opportunity / trends) 2. Collaborate with R, D & E bodies 3. Identify new market & penetration opportunities Export / Domestic 4. Negotiate protocols and market access where applicable 5. Ensure available supply chain infrastructure/ logistics requirements and capacity 	<ol style="list-style-type: none"> 1. Identify new value added product opportunities for investigation in 2019 / 2020. 	Quarterly	NT Framer IDO's DPIR CSIRO FIAL Agri futures



NT Farmers PISDP Action Plan Market Development

2018 / 2019

Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct Market Development Working Group review meeting with Executive Sponsors	Value Adding	Camilla P	Quarterly												
Identify possible value adding opportunities / rationale and prioritisation for R, D & E aiming at commercialisation	Value Adding	Camilla P	Quarterly												

Action Planning – R & D & E

Executive Sponsors	Project Manager
<p><u>Board:</u> Paul McLaughlin Brett Gill Leo Skliros</p> <p><u>External:</u> Warren Hunt</p>	<p>Andrew Philip</p> <p><u>Possible Resources:</u> Regional Innovation Advisory Panels ? Mango Co Innovation Advisory Panel</p>



Action Planning R & D & E

Objective 1	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
Build and optimise production in current cropping systems.	<ol style="list-style-type: none"> 1. Review what R, D & E has been done. 2. Produce relevant new “best practice” extension materials 3. Provide Extension Services as required. 4. Development of R, D & E Blueprint 	<ol style="list-style-type: none"> 1. Ready access to “Best Practice” information 2. Improved yields & quality (reputation) 3. Increased adoption of “best practice” principles 4. Expanded and new production 5. Improved profitability 	Quarterly	<ul style="list-style-type: none"> • AMIA IDO • AHR • DPI • NT Farmers • CRC NA • Hort Innovation • External Consultants • QDAF • CSIRO • Mango Industry Co Innovation Advisory Panel



NT Farmers PISDP Action Plan R, D & E

2018 / 2019

Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct R,D & E Working Group review meeting with Executive Sponsors	Existing Crops	Andrew P	Quarterly												
Establish current research and development materials that exist for Mangos. Do gap analysis to establish R & D requirements to ultimately provide NT Best Practice Manual for Mango growers (E.g. Avacado Best Practice - Gordon Rogers)	Existing Crops	Andrew P Camilla P	Q3												
Establish priority for research and development materials (based on existing) for current crops (other than Mango). Do gap analysis to establish R & D requirements to ultimately provide NT Best Practice Manual for growers (E.g. Avacado Best Practice - Gordon Rogers)	Existing Crops	Andrew P													
Through liaison with existing growers, facilitate required extensions services through relevant agencies and individuals.	Existing Crops	Andrew P													
Following relevant gap analysis, provide draft of blueprint for R,D & E if required.	Existing Crops	Andrew P													

Action Planning R & D & E

Objective 2	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
Identify research, develop and optimise commercialisation of new Crops.	<ol style="list-style-type: none"> 1. Identify new crops with suitable risk analysis and prospectus. 2. Market research. 3. Match crops to regions. 4. End to end Supply chain optimisation 5. On Farm trials 6. Extension and support structure (including New Farmer support) 	<ol style="list-style-type: none"> 1. Trial 15 new crops 2. 7 New viable / profitable crops identified. 3. 5 new “plant industries” commercialised in 5 years 4. New farmers attracted to NT 5. Existing farmers adopt new crops 	Quarterly	<ul style="list-style-type: none"> • DPI • NT Farmers • CRC NA • Hort Innovation • External Consultants • GRDC • ACIAR • Agri futures • Growers • Allied Industries



NT Farmers PISDP Action Plan R, D & E

				2018 / 2019											
Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct R,D & E Working Group review meeting with Executive Sponsors.	New Crops	Andrew P	Quarterly												
Establish new crop opportunities and rationale through liasion with growers and expert stakeholders.	New Crops	Andrew P	Q3												
Establish on farm and research station trials to validate new crops etc.	New Crops	Andrew P	Q4 / 2019												
Create a resource "roadmap and key contact guide" for new and existing growers / new crops.	New Crops	Andrew P	Mar-19												

Action Planning R & D & E

Objective 3	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
Identify new sustainable production areas and applicable cropping system options.	<ol style="list-style-type: none"> 1. Identify new production areas 2. Understand area limitations / access / use and tenure 3. Match Crops to area attributes 4. Stakeholder Liaison <ol style="list-style-type: none"> 1. Risk assessment & mitigation 2. Access to capital 3. New farmer support 	<ol style="list-style-type: none"> 1. Better access to new area information 2. Increased adoption 3. Expanded production 4. New areas adopt new or existing plant industries 5. Best practice environmental outcomes 	Quarterly	<ul style="list-style-type: none"> • DENR • NT Farmers • DPIR • Pastoral Board • NTCA • Land councils • Centrefarm “Top End” • AAPA • Various NGO’s (Environment)



NT Farmers PISDP Action Plan R, D & E				2018 / 2019											
Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct R,D & E Working Group review meeting with Executive Sponsors	New Areas	Andrew P	Quarterly												
Identify new area opportunities and rationale through liasion with land holders, potential growers and expert stakeholders.	New Areas	Andrew P													
Establish on farm and research station trials in new areas to validate crops etc.	New Areas	Andrew P													
Create a resource roadmap and key contact guide for new and existing growers / crops / new areas	New Areas	Andrew P													

Action Planning R & D & E

Objective 4	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
<p>All stakeholders are made aware of latest and evolving innovation and technology developments e.g.</p> <ul style="list-style-type: none"> • IT • Robotics • Precision Farming • Protected Cropping • Internet of things • Supply chain 	<ul style="list-style-type: none"> • Collate information on emerging technology and innovation • Evaluate relevance / applicability of emerging technology and innovation • Incorporate relevant current information in field days and newsletters as required. 	<ul style="list-style-type: none"> • Increased adoption of new technology or innovation • Validation of impact of adoption 	<p>Quarterly</p>	<ul style="list-style-type: none"> • NT Farmers • AHR • Universities • CSIRO • Private Enterprise • Tech Co's • Various associations • Various NGO's (Environment)



NT Farmers PISDP Action Plan R, D & E

				2018 / 2019											
Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct R,D & E Working Group review meeting with Executive Sponsors.	Tech / Innovation	Andrew P	Quarterly												
NT Farmers staff share new technology / innovations sources, contacts and insights at monthly meetings.	Tech / Innovation	NT Farmers / Staff													
Priority relevant technology and innovation items identified for further investigation and communication.	Tech / Innovation	Andrew P													
Incorporate agreed technology and innovation information and demonstrations in agreed events and communication forums.	Tech / Innovation	Andrew P													

Action Planning – Gov

Executive Sponsors	Project Managers
<p><u>Board:</u> Simon Smith Tou Saramat Ruchkaew</p>	<p>Greg Owens (Infrastructure, Water & Advocacy) Aisla Connolly (Labour, Workforce & Government Liaison)</p> <p><u>Current Resources:</u> NT Farmers Labour Sub Committee</p>



Action Planning - Gov

Objective 1	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
<p>Labour engagement and access to suitably skilled workforce for existing and new projects.</p>	<ul style="list-style-type: none"> • Seasonal Work (semi skilled) <ol style="list-style-type: none"> 1. Advocate for ag visa 2. Improve seasonal worker program • New “youth” engagement and Leadership programs • Full time skilled employment <ol style="list-style-type: none"> 1. Skills gap analysis 2. Training programs 3. Fair work / Employment conditions (Growcom) 4. Staff retention training • See Action Plans 	<ul style="list-style-type: none"> • New readily available Flexible Ag Visa for semi skilled overseas workers available for 2019 pilot (min). • New “leadership” and “youth” engagement programs piloted in 2019 • Developed linkages and support programs to overseas Governments to ensure task ready workforce availability. 2019 /2020 • NT Farmers deliver “fair farms initiative” training locally on behalf of Growcom 2019 	<p>Quarterly</p>	<ul style="list-style-type: none"> • NT Farmers • NFF • Horticultural council • DIBP • DFAT • NTG • Thai Gov • DPI extension • DET • VET • Land councils • NTCA • ILC



NT Farmers PISDP Action Plan Government

2018 / 2019

Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct Government Working Group review meeting with Executive Sponsors	Labour	Greg O Aisla C	Quarterly												
Secure Membership of NFF Hort Council and actively participate to position Ag Work Visa required changes as next Federal Election Issue	Labour / Seasonal work	Greg O	Quarterly												
Secure and leverage powerful labour data from Prof Joanna Howe and other grower feedback for use as tools for NFF Hort Council (eg. Streamlined Accreditation for employers)	Labour / Seasonal work	Aisla C	Complete by 2018 Y/E												
Communicate and collaborate with like Horticulture and Agriculture groups	Labour / Seasonal work	Greg O	Quarterly												
Regular meetings with Home Affairs Dept to provide feedback from farmers on Labour issues with a view to pilot programs with Ag Visa.	Labour / Seasonal work	Aisla C	Quarterly												
Meet with Jobs Dept NT Seasonal Worker Officer to create understanding of issues and opportunities and provide data	Labour / Seasonal work	Aisla C	Monthly												
Develop linkages and direct farmer communication with Timor / Pacific Island etc to better understand and support worker training and assimilation	Labour / Seasonal work	Aisla C	1st Half 2019												
Secure ability to subcontract delivery of Growcom "Fairwork Training" by NT Farmers to local NT Growers	Labour / Fair work	Greg O	1st Quarter 2019												
Undertake activities that attract territorians and others including youth and indigenous territorians to consider and embark on a career in horticulture or agriculture.	Labour / Fair work	Aisla C	Monthly												
Identify and facilitate activities to upskill farm owners and managers, permanent and casual staff as appropriate, and assist trainees to receive recognition for training.	Labour / Fair work	Aisla C	Quarterly												

Action Planning - Gov

Objective 2	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
Improved water policy, access and availability for existing and new projects.	<ol style="list-style-type: none"> 1. Representation on all WAC's 2. Advocate for increase in water research capacity 3. Progress licencing in GDWCD and other areas 4. Staged allocations/ Revised legislation for surface water and storage = Redraft of NT water ACT <ul style="list-style-type: none"> • See Action Plans 	<ul style="list-style-type: none"> • Plant industry input and requirements incorporated in all WAC's plans and actions. • Full and timely transparency on all water access and allocation issues provided to growers. • Water Policy position of the association updated and communicated accordingly 	Quarterly	<ul style="list-style-type: none"> • NT Farmers • WACs • NWI • DENR • DPIR • CSIRO • NTCA • Land Councils



NT Farmers PISDP Action Plan Government

				2018 / 2019											
Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct Government Working Group review meeting with Executive Sponsors	Water	Greg O	Quarterly												
Secure Membership and actively participate in all NT WAC's meetings to ensure clear understanding of plant industry requirements and incorporate in relevant catchment plans	Water	Greg O	Quarterly												
Secure regular dialogue with DENR to establish research priorities and programs	Water	Greg O	Quarterly												
Secure regular dialogue with DENR to understand current licensing, availability and allocation issues (Simon Cruikshank) and communicate to Members of NT Farmers in Newsletters (including "use it or lose it")	Water	Greg O	Quarterly												
Review 2 major NT Framers position papers as they relate to 1. Surface water and capture and 2. Staged allocations	Water	Greg O	By Y/E 2018												

Action Planning - Gov

Objective 3	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
Improved infrastructure by regional priorities.	<ol style="list-style-type: none"> 1. New and improved Roads (Priority) 2. New and improved Telecommunications = unlimited broadband for the bush 3. New and improved Power 4. New and improved Logistics <ul style="list-style-type: none"> • See Action Plans 	<ul style="list-style-type: none"> • More funding obtained through current funding proposals and budget allocations in 2019 for prioritised road upgrades. • New pilot of Telecommunication latest tools to improve telecoms / data etc in 2019 • Disseminate the latest information on renewable and remote power options 6 monthly (Min) 	Quarterly	NT Farmers Lands & Planning LGANT DPIR PWA NTG NTCA Land Councils Broadband for the bush



NT Farmers PISDP Action Plan Government

2018 / 2019

Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct Government Working Group review meeting with Executive Sponsors	Infrastructure	Greg O	Quarterly												
Finalise submission on Litchfield Building Better Roads Regional Funding proposal and follow up on general submission on priority roads upgrades (For next Gov Budget in May 2019)	Infrastructure	Greg O	Q3 2018 / May 2019												
Identify remote telecommunications options and alternatives and prepare a NAIF proposal for pilots in 2019 (eg remote data dish installations)	Infrastructure	Greg O	By Y/E 2018												
Disseminate latest information on remote alternative power options including generation and storage.	Infrastructure	Greg O	6 monthly												

Action Planning - Gov

Objective 4	Tasks	Success Criteria	Timeframe (Action Plan Review)	Resources
<p>Biosecurity effectiveness and optimisation.</p>	<ol style="list-style-type: none"> 1. Review previous incursions and conduct workshop Q1 2019 2. Grower registration and land use mapping (hobby and commercial) Advocacy from 2019 3. Abandoned orchard legislation (advocate 2019 /20) 4. Support weeds and bushfires to reduce fire and weed risk – regular communication 5. Interstate quarantine and market access <ul style="list-style-type: none"> • See Action Plans 	<ul style="list-style-type: none"> • Biosecurity Workshop Scope/ funding and organisation undertaken for Q1 2019 • Support and facilitate “land use” mapping including abandoned orchards. 2019 • Support of fire and weed authorities to improve outcomes and communication 2019 • Understand and communicate local biosecurity issues and advocate where possible for harmonisation 2019 / 2020 	<p>Quarterly</p>	<ul style="list-style-type: none"> • DENR • NT Farmers • Lands & Planning • DPIR • NTG • NTCA • Land Councils • Ranger Groups • PHA • Peak Bodies • NAQS • Border Protection • Airport Corporations



NT Farmers PISDP Action Plan Government				2018 / 2019											
Action	Focus	Owner	Timing	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Conduct Government Working Group review meeting with Executive Sponsors	Biosecurity	Greg O	Quarterly												
Review previous Biosecurity incursions and conduct workshop Q1 2019	Biosecurity	Greg O	Q1 2019												
Facilitate grower registration and land use mapping (hobby and commercial) with revisionary Advocacy from 2019 Include abandoned orchard provisions for revision.	Biosecurity	Greg O	2019 /2020												
Support weeds and bushfire authorities to reduce fire and weed risk – regular communication	Biosecurity	Greg O	6 monthly												
Understand Interstate quarantine and market access issues as they pertain to Plant Industry Biosecurity and where possible advocate for harmonisation.	Biosecurity	Greg O	2019/ 2020												
Advocate for better biosecurity as it relates to incoming (Air Travellers) material through Cairns and Darwin. This should include grower education.	Biosecurity	Greg O													

Appendices

1.S.W.O.T.

2.Enablers

3.Disrupters

4.Links (reference docs)



Strengths

- **Water & Land resources (1)**
- **Climate range / predictability / counter seasonal**
- **Clean & Green Image**
- **Organic opportunities**
- **Remote / geographic**
- **Supportive Minister / Dept**
- **“Can do” community attitude**
- **Proximity to international Markets**
- **National focus on “Developing the North”**
- **Industry IP including Departmental IP**
- **Established Industries**
 - **Mangoes**
 - **Melons**
- **Multicultural influences**
- **High level national recognition**
- **“Last Frontier”**
- **Ability to leverage / leverage research**
- **Flexibility**
 - **New Crops**
 - **New Ideas**



Strengths

- NT Govt Increase Population policy
- Core Infrastructure
- Established Research Facilities
- Historical research data (2)
- Investor interest in NT



Weaknesses

- Distance from domestic markets
- Reliable labour / Management
- Remoteness
- Infrastructure
- Climate (Extreme)
- Industry R & D & I
 - Aligned with need
 - Resources
 - Options
- New area presents risks and uncertainty for investors
- Government slow to adapt to change
- Land Tenure and use (Govt Policy)
- Silo / Individual thinking
- Lack of choice in service provision
- Difficult to adopt technology and innovation
- Access to capital (risk)
- Wages cost and policy
- Alignment of agricultural industries (one voice)



Weaknesses

- **Lack of knowledge and information on natural resources.**
- **Lack of R & D support through to commercialisation**
- **Lack of education and training**
- **ESL limitations**
- **No clear definition of the NT unique value proposition**
- **Inability to harness opportunities and technology**
- **Lack of Market and export development including access and protocols**
- **Consistent strategic approach required for access and use of natural resource management at a catchment level**
- **Poor advocacy and profile of plant industries (struggling for relevance)**



Opportunities

- Seasonal Advantages / Windows / Range (1)
- Closeness to Asian Markets
- Unique NT (6)
 - Indigenous
 - Culture
 - Environment
 - Resources
- Politically Pro Development
- Northern Development Partnerships
- Energy
- Branding (1)
- Develop clean green image with Bio Security and QA systems (3)
- Co-operative development in Export (5)
- Work with other sectors to leverage expertise in related areas (2)
- Collaborate with other sectors / regions
- Agile industry in “start up phase”
- LandCorp “New Projects” (11)
- Learn from other areas / Trade missions etc
- Offsets for social and environmental responsibility requirements



Opportunities

- Live Cattle export options > Feedlot > Slaughter (4)
- Organic fodder USDA (1)
- EBA's for labour
- Organic farming systems
- New Crops (10)
 - Pulses
 - Cotton
 - Peanuts
 - Lychee
 - ???
- Wet Season water capture
- Experiential Tourism / Farm Stays (3)
- Cruise ship Farm Tour Options
- Set up Mentoring by Subject Matter Experts (SME's)
- Support Scheme for new NT Farmers (7)
- Scheme to attract new farmers
- Climate Change / Variability
- Improved R & D and Extension (6)
- Robotics / Precision Ag Drones etc



Opportunities

- Drive Human Health benefits of fruit and veg in diet
- Promote triple bottom line
- Value adding (5)
 - Volatile oils
 - Juicing
 - Drying
 - Shelf Ready Shippers
- Genetic improvements
- Protected farming (Shade?)
- Co ordinated marketing (1)
- Grower WEB portal
- NT Legends recognition for workers
- Industry Awards Night



Threats

- Ability to attract Govt Funding
- Biosecurity (3)
- Food safety
- Government policy (3)
- Market anomalies (Dumping, imports, FTA)
- Available human resources
- Social Media
- Climate change
- Competing against other industries
- Scaling up too quickly
- Loosing the Clean Green Image (3)
- Supermarket dominance
- Dietary changes
- Pest and diseases (resistance & introduced etc)



Enablers

- Research & Development & Extension (#1) (12)
- Technology (Telecom/ IT / Data) (#4)
- Communication
- Networking / Benchmarking (#3) (2)
- Support from Allied Industries (#5)
- The Right People (1)
- R & D & E Templates
- Government support (#2) (5)



Disrupters

- **Government Policy changes (#1) (5)**
- **Biosecurity (#2)**
- **Environmental Changes #4)**
- **Changes in trade Dynamics / Imports (=#4)**
- **Food Safety (#5)**
- **Social Media / Message Management (=#4)**
- **International Influences / Investment (#3)**



Links (Reference Docs)

- **Water Position Paper:**
http://ntfarmers.org.au/sites/default/files/blog_attachments/Position%20Paper%20-%20Water%20Final.pdf
- **Labour and Workforce Position Paper:**
http://ntfarmers.org.au/sites/default/files/blog_attachments/Position%20Paper%20-%20Labour%20%26%20Workforce%20Final.pdf
- **Infrastructure Position Paper:**
http://ntfarmers.org.au/sites/default/files/blog_attachments/Position%20Paper%20-%20Infrastructure%20Final.pdf
- **R & D Position Paper:**
http://ntfarmers.org.au/sites/default/files/blog_attachments/Position%20Paper%20-%20R%26D%20Final_0.pdf



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