



Examining the Ideal Structure for a Peak Organic Representative Body

**Report to the
Australian Organic Industry Working Group**

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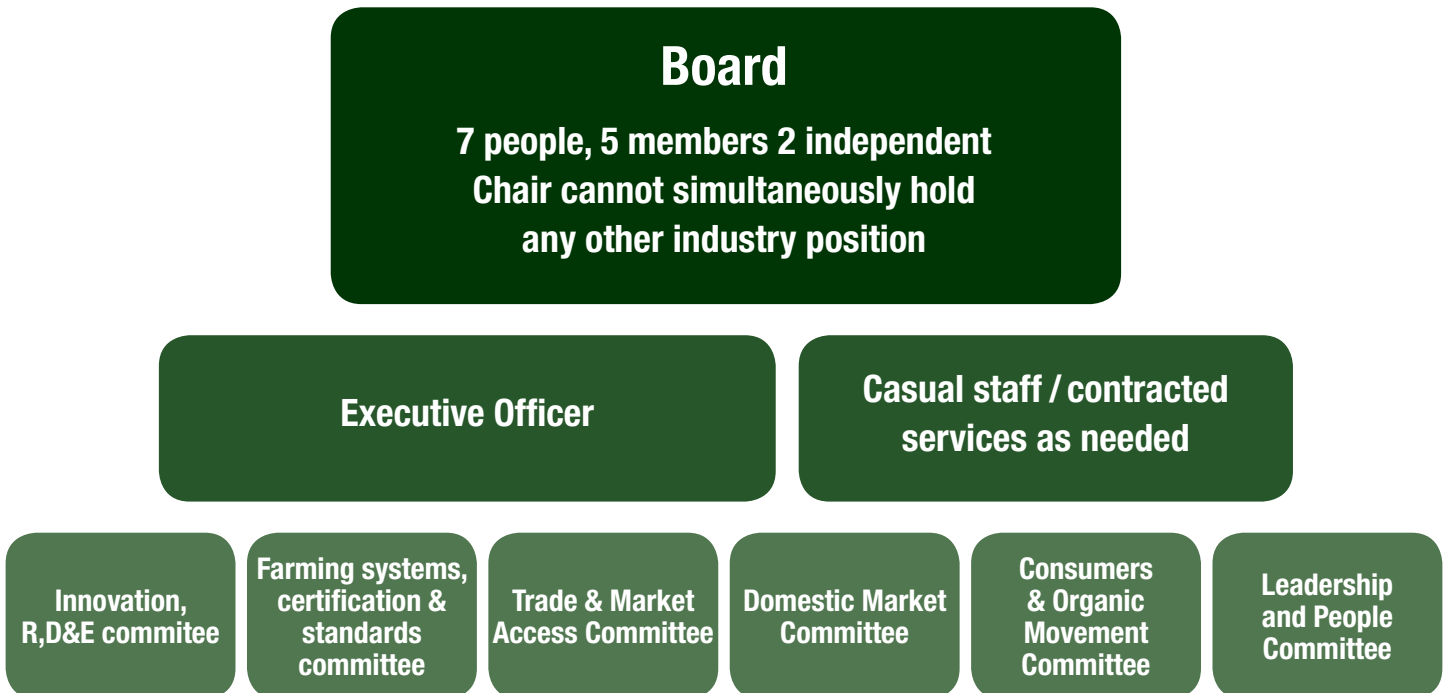
EXECUTIVE SUMMARY

Desk top research and consultations with 18 stakeholders in the Australian organics sector indicated that the majority of respondents believe a new peak body is required to provide a collective and collaborative approach to delivering essential functions on a whole of industry basis.

The core offering of a new peak body was agreed to be collective priority-setting, policy development and advocacy, (especially to government and in the media); guiding the development and delivery of an organics research, development and extension strategy on behalf of organic levy payers and strong engagement with all research bodies; whole of industry leadership, communications and consultation, including creating a sense of a cohesive and strong industry; working collaboratively with existing farmer representative bodies to ensure organics positions are represented; ensuring the industry is actively pursuing funding opportunities; and to a lesser degree, creating a positive profile and reputation for the industry.

Of importance to those consulted were that the new body is professional, transparent, engages directly with members and has best practice governance.

A new peak body to represent the organics sector in Australia is recommended

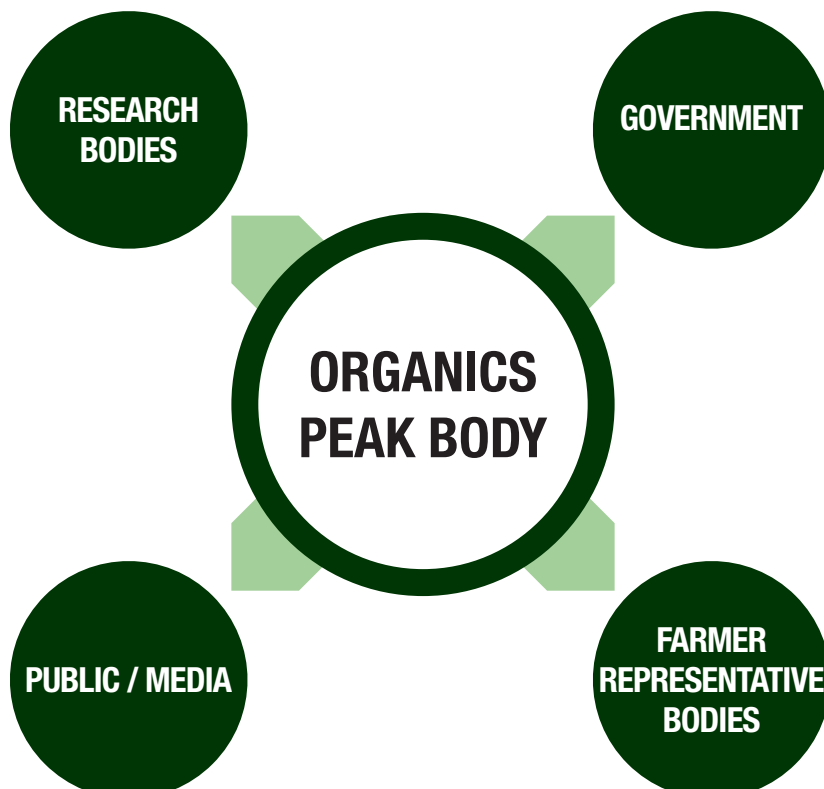


EXECUTIVE SUMMARY

Three sources of revenue



Four primary external stakeholder groups



EXECUTIVE SUMMARY

Five defining values

1

We are innovative

2

We are transparent, accountable and consultative

3

We act ethically and with integrity

4

We work as a team

5

We seek sustainable growth

If agreed, a two-phase implementation process is recommended.

TASK & METHODOLOGY SUMMARY

STAKEHOLDERS – INTERVIEWEES



The Australian Organic Industry Working group (AOIWG) appointed Natalie Collard for eight (8) days to deliver a funding application to the Federal Government Package Assisting Small Exporters (PASE) grant program (delivered 27 March, 2017); and a discussion paper outlining the deal structure for the peak organics representative body in Australia. It was agreed that the paper would:

- a. take a first principles approach
- b. be based on consultation with each working group member, identified industry stakeholders and independent desk top research;
- c. provide a high level assessment of industry collective objectives and opportunities;
- d. provide a high level outline and assessment of structural options;
- e. recommend a preferred industry structure/s model;
- f. be the basis of presentation and discussion at a meeting of the working group;
- g. support the working group to make a collective decision; and
- h. include an executive summary of 1-2 pages.

Interviewees



Anthony Bauer
Owner & Director – Organic Farm Gate
Owner & Director - Lockyer Valley Organics



Keith Morris
Managing Director
Organic Food Chain



Liz Clay
Long-term participant in the organic industry at local, national and international level (former OFA and IFOAM boards). Owner & Director, BawBaw Organics



Greg Paynter
Organic Advisory Service (Australia) – Consultancy
Board Member – Organic Federation of Australia



Jan Denham
Chairman NASAA
Owner Karra Organic Farm



Stewart Price
Chief Executive Officer – True Organic (formerly)



Lorraine Gordon
Program Director, Farm Co-operatives and Collaboration Pilot Program – Southern Cross University
Grass fed beef producer and trader
Currently PhD candidate, Ecological Economics (comparing conventional and alternative grazing systems in Northern NSW) through the University of New England



Philip Rougon
Managing Director
Eco-Farms Pty Ltd



Quentin Kennedy
Owner & Managing Director – Kialla Pure Foods and Ausorganic Feeds
Director – Australian Organic



Wayne Shields
President – Victorian Farmers' Markets Association
Owner / Director / Market Gardener
Peninsula Fresh Organics

TASK & METHODOLOGY SUMMARY

STAKEHOLDERS – INSIGHTS

Interviewees cont.



Peter Longhurst
Director – Primal Foods Group Pty Ltd
OISCC – Member
Grain Trade Australia – Member 6 years



Britt Spyrou
Director, Exports Division – Australian Government
Department of Agriculture and Water Resources



Chris McLoughlin
Director Organic Federation of Australian
Owner & Director
The Organic Mushroom Farm



Sam Statham
Director – Rosnay Organic Wines Pty Ltd
Member – National Standards Sub Committee



Andrew Monk
Chairman – Australian Organic



Marg Will
Chief Executive Officer – Organics Systems & Solutions



Brei Montgomery
National Sales Manager – The Organic Farm Gate Pty Ltd



Dalene Wray
General Manager – OBE Beef Pty Ltd
Industry Advisory Group
– Farm Cooperative & Collaboration
Pilot Program 'Farming Together'

Stakeholder consultation - insights

Most people interviewed concentrated their feedback on the need for change and the requirement for a 'fresh' peak body without ties to past organisations and with strong governance and a degree of independence and some new faces. There was a focus on securing a professional Executive Officer who could earn the trust of all members equally and build the profile and body of work of the peak body quickly and effectively. A significant emphasis was placed on how the peak body would conduct operations, with almost all interviewees saying collaboration, transparency, accountability and communication were important.

Current situation

"There is an outward aggression towards organic sometimes, sometimes organic puts down conventional farming and vice versa. This is the wrong conversation for all of us."

"We desperately need stronger market data, support to grow our market opportunities and to work together"

"There's a natural tension between a well-resourced peak body and existing certifier structures"

"Communications is a massive issue in this industry full stop."

TASK & METHODOLOGY SUMMARY

STAKEHOLDERS – INSIGHTS

“We were operating in this sector for years before we realised that a peak body (and lots of other bodies) even existed. No disrespect to them but there was nothing to connect us to the organisations or the industry – it’s still not clear they offer anything to us.”

“Personalities are an issue in us not solving these problems so far.”

“I’m pessimistic that certifiers will support this because they will see a new peak body as competition.”

The need for change

“Australian organic has huge growth potential but is currently niche. If the industry doesn’t pool resources, work together and partner with others it will stay niche.”

“Unlike in NZ, Australian organic players compete rather than pull together. We need to turn this around.”

“We need a peak body to provide an organic voice in the right forums (where decisions are made) and to tell the story of Australian organics as a collective.”

“Decisions made by the industry need to better engage and consider the primary producer – at the moment the only ones that have a say are those sitting at the Board tables – no one consults the sector.”

“It is hard for us to export because the knowledge and advice is not there. A peak body could get this in order and that would be worth it alone.”

“There’s a risk the media highlights non-compliance with organic certification and it brings the industry down – we would lose consumer trust.”

“We need a transition plan and good governance – too much vested interests in current system.”

“Need to start afresh with a new peak body. Too much baggage to move forward. We need a time-out and best solution is a new body – let’s have a summit and start afresh.”

“The organic industry is so ill-defined and organised and this is why we don’t get the support we need. The ability for the peak body to, say, push service providers to grow professional advisory expertise in organics would be game-changing.”

“In terms of a peak body, organics is broken. There needs to be a new whole of chain peak body to run policy, advocacy and cover our R&D needs.”

“Antagonism in our industry has been happening too long.”

“We need a peak body that’s representative of the industry and we don’t have that at the moment.”

TASK & METHODOLOGY SUMMARY

STAKEHOLDERS – INSIGHTS



Integrity

“We need a collective ‘policeman’ approach to preserve integrity of organic – legal definition and someone to protect the watering down of auditing and QA systems.”

“I have seen ‘certified Australian organic’ broccoli in Singapore, yet I know no one in Australia is growing organic broccoli – this is a huge concern for organic growers.”

“We have a lack of validated, whole of industry data. This lack of data stymies investment and growth.”

“Exporters, wholesalers and retailers will water down standards and producers are the backbone and need strong, audited standards.”

“Legislation with teeth is needed to define ‘organic’.”

“Biggest issue is we need a legal, regulated definition of organic.”

“A peak body is the big issue for us to sort out if we’re ever going to deal with our other issues.”

A new peak body

“Unless a new peak body has enough funding it will be unsustainable – that’s the problem we’ve got now.”

“Succession planning is really important; most people have been around too long.”

“A peak body needs to be accountable and transparent. It needs a genuine consultation process and to communicate with members as well as stakeholders.”

“Don’t want to re-invent the wheel but we need a grass roots democratic process to decide what farmers want in terms of policy and priorities.”

“We need a rigorous, really experienced team to help us grow.”

“We need national representation. We need to be working with NFF”

“Leading an Organic R&D Strategy will be a big role for the peak body EO.”

“We need the best staff and should invest to get them.”

“Getting the initial value proposition right for members is critical to keep members ‘sticky’ and deliver value. However, don’t underestimate the time it will take to service members.”

“I dream of a peak body where it is the main body, respected and effective for industry and works collaboratively with other organisations in the sector.”

DESKTOP RESEARCH

– KEY INSIGHTS

The current challenge to establish a unifying and well-resourced peak body for the organic industry reflects wider societal challenges regarding representative bodies, including Australian agriculture's farmer representative structures. The National Farmers' Federation (NFF) has undergone numerous formal reviews and proposed restructures since 1994, leading to well-credentialed and wide-ranging analysis of farmer needs.

The Newgate Review of the Future of Australian Farm Sector Representation in August 2014 conducted farmer focus groups, over 1,000 direct farmer surveys and an audit of 31 key NFF participants (including member organisations). The key research findings remain relevant for the organic sector.

Newgate identified six characteristics of successful and influential representative bodies (across sectors) as:

1. Internal cohesion

The organisation speaks on behalf of a unified membership.

2. National structure

The organisation has a national structure and strategy that aligns the resources and advocacy of regional, or commodity specific advocacy.

3. Modern communications

The organisation understands and utilises digital media to proliferate compelling messages that guarantee community and member buy in. Messages strike the appropriate balance between policy precision and emotional resonance.

4. Social licence

The organisation is able to address the broader Australian community and engage the support of audiences beyond its immediate constituency. It then uses this broader community support as political power.

5. Empowered professional teams

The organisation is driven by an empowered, professional staff who have authority to act in the interests of the organisation.

6. Efficient

The organisation is run efficiently ensuring it is appropriately resourced and funded.

DESKTOP RESEARCH – KEY INSIGHTS



Source: The Newgate Review of the Future of Australian Farm Sector Representation, August 2014

Also in 2014, the Australian Farm Institute (AFI) published a research report, 'Opportunities to Improve the Effectiveness of Australian Farmers' Advocacy Groups – A Comparative Approach'. The report concluded that:

- Direct-membership models of national agricultural advocacy organisations are highly unlikely to be successful, unless they offer a wide array of commercially attractive products and services for members, and ideally also provide compelling opportunities for local engagement in both policy matters and non-policy activities.
- A consistent approach to policy issues is an important element of the identity and legitimacy of advocacy organisations, and also critical to their long-term effectiveness.
- Australian farmers' advocacy groups have a significant opportunity to enhance their effectiveness by more directly engaging with the Australian community.
- The development of e-capacity will be essential to the future effectiveness of agricultural advocacy organisations, and provides the potential to address some of the disadvantages associated with fragmentation and geographical isolation that have limited the effectiveness of farmer advocacy organisations in the past.

DESKTOP RESEARCH – KEY INSIGHTS



Key desktop resources consulted in the development of this report

Draft Paper, Accessing Premium Markets: Australian Organics – Discussions with industry on implementing the Australian Government Agricultural Competitiveness Policy, Department of Agriculture and Water Resources, February 2017.

Australian Organic Legal Framework Summary, Organic Industry Standards and Certification Council Inc. (undated)

Opportunities to Improve the Effectiveness of Australian Farmers' Advocacy Groups – A Comparative Approach, Australian Farm Institute, March 2014

Best Practice Advocacy Services for the Australian Dairy Farming Sector, SPP Consulting, October 2011

National Organic Program Strategic Plan 2015-2018, Agricultural Marketing Service, USDA, April 2015
Compete to Prosper: Improving Australia's Global Competitiveness, McKinsey Australia, July 2014

Organic Industry to 2020, Andrew Monk, 2017

http://www.farminstitute.org.au/_blog/Ag_Forum/post/the-end-of-farm-advocacy-groups-as-we-have-known-them/

The Constitution of the Organic Federation of Australia (undated)



PROPOSED PEAK BODY – FUNCTIONS

a. FUNCTIONS

Functions of Organic Peak Body

- Whole of industry vision and priority-setting process (biennial)
- Policy development and position statements
 - Formal policy development process, including consultation of all members via e-survey and consideration by committee;
 - Integrated with and influence NFF, State and Commodity peak body policies
 - Formal input to OISC via Standards Advisory Group
- Advocacy
 - Single organics voice (one brand, one acknowledged national peak body)
 - Government relations – DoAWR; Austrade; DFAT; DoE; ABS; ABARES
 - Media – external communications
 - Communications – members' updates and consultation processes
 - Events, eg Summit, R&D Symposium
- Research and development strategy and engagement with RDCs (& CRC's, Universities and other research bodies)
- Industry support
 - Events, grants, trusted information and facts, leadership, awards, etc.

Areas of focus/ committees

- Farming Systems, Certification and Standards
- Innovation, Research, Development and Extension
- Trade and Market Access
- Domestic Market
- Consumers and Organics Movement
- Leadership and People

Committees would meet a minimum of 2 times per year.

PROPOSED PEAK BODY – GOVERNANCE

b. GOVERNANCE

- Board of 7 people
- Chair cannot hold any other organic industry chair roles simultaneously
- Responsibility for oversight and development of organics industry strategy, executive officer and compliance with values.

Incorporated or Limited by Guarantee?

It is recommended that the AOIWG seek formal legal advice on the appropriate company structure. Initial research indicates that the peak body would be best structured as a company limited by guarantee, governed by ASIC under the Competition and Consumer Act 2010.

Unlike a company limited by shares, a guarantee company has no share capital or shareholders. Instead it has members who undertake to contribute a nominal amount (ie \$1) towards any shortfall in the company's assets to settle its debts in the event of its being wound up.

In Australia an Incorporated Association must be registered at the state level and conduct most of its operations in that state. This does not seem appropriate for a national body. While incorporated associations are governed more lightly than companies limited by guarantee, this can also be a (manageable) risk in terms of member accountability and transparency.

A cursory glance at the Australian national farmer representative landscape indicates (but requires verification):

Limited by Guarantee

National Farmers Federation
Grain Growers Ltd
Australian Pork Ltd (APL)
Apple and Pear Australia Ltd (APAL)
Australian Dairy Farmers Ltd (ADF)
Ausveg Ltd

Incorporated Association

Cattle Council Australia
Sheepmeat Council of Australia

PROPOSED PEAK BODY – VALUES

c. VALUES

Values

How we will do this in practice

We are innovative	<p>We will use technology to drive efficiency and engagement</p> <p>We will develop an industry R,D&E strategy</p> <p>We will grow organic data sets to support decision-making</p> <p>We will showcase examples of innovation in the organic sector</p>
We are transparent and consultative	<p>Monthly communications will keep members informed of developments and opportunities</p> <p>A technology platform will allow direct member feedback, participation via surveys, voting on policies, and quantify member endorsement of policies and positions</p> <p>Large scale events (eg Summit, conference) will give the industry an annual opportunity to come together and discuss key issues</p> <p>An industry vision and priorities will be developed and agreed by members every two years (endorsed via voting if required)</p> <p>This will form the basis of the peak body work plan and will not be changed by the board</p>
We act ethically and with integrity	<p>We recognise the ethics and integrity of organic systems and match this through ethical conduct in business and relationships</p> <p>We acknowledge the trust consumers have in us and our industry and honour the obligations this places on us to call out non compliant conduct</p> <p>We will manage real or perceived conflicts of interest in accordance with best practice governance standards</p>

PROPOSED PEAK BODY – VALUES

Values

How we will do this in practice

We work as a team

The peak body will be inclusive of all participants in the organics supply chain and formal processes of consultation will ensure everyone has a voice

Well-resourced stakeholder bodies /technical experts will form working groups to draft papers for consideration

We seek sustainable growth

We are united in our desire for a strong, profitable and sustainable organics sector in Australia

We will pursue favourable domestic and export market access and investment to achieve sustainable growth as a sector



PROPOSED PEAK BODY – MEMBERSHIP & FUNDING

d. MEMBERSHIP & FUNDING

Seed funding – first 2 years

- Investment of \$200,000 p.a by industry
 - Including certifiers to provide \$200 per certification
- Government grant funds (if approved)

The peak body model proposes three ongoing revenue streams

Three sources of revenue



1. Direct Membership

Member (voting) categories	Eligibility - revenue	12 month fee	Able to stand for elected positions, receive all communications and vote as below:	
			Policy	Elections/AGM
Micro business	< \$50k	\$200	1 vote	1 vote
Small business	> \$150k	\$500	2 votes	2 votes
Medium business	> \$1m	\$1,000	3 votes	3 votes
Large business	> \$5m	\$2,000	4 votes	4 votes
Largest business	> \$10m	\$5,000	5 votes	5 votes

PROPOSED PEAK BODY – MEMBERSHIP & FUNDING

Member (non-voting) categories	Eligibility	12 month fee	Offering
Associate member	Individual within industry or organics consumer	\$50	6 communications updates per year Direct advice of campaigns, events and media
Affiliate member	Organisation –other peak bodies, universities, councils, service providers, retailers, etc	\$1,000	6 communications updates per year Direct advice of campaigns, events and media Recognition on website
Partners	Commercial and Government entities	POA	Inaugural Organics Summit partner Organic Innovation, RD&E Symposium partners Key issue partners

2. Organic certification bodies to fund \$1,000 per 10 certifications issued

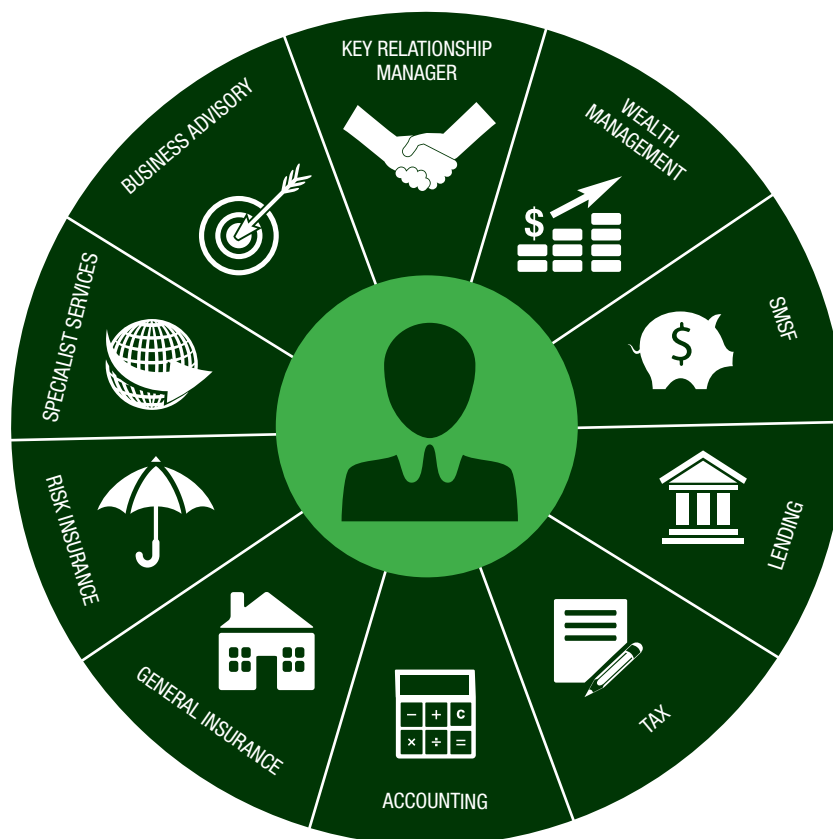
- Offering: 3 votes on policy issues and election/AGM, able to stand for committees, eligible to stand for board positions.
- Certification logos recognised and promoted on peak body website and in key communications materials.

3. A commercial service offering arrangement

The Organics Peak Body will enter into an exclusive commercial arrangement for the provision of a suite of services to members at a competitive rate. This will benefit the industry and peak body by:

- Incentivising large scale commercial investment in specialist organics advice and expertise through the provision of a preferred market);
- Developing over time an advanced service offering, customised according to member needs and preferences, for example export, investment and grant advice and support;
- Offer a special, reduced rate to benefit members;
- Deliver financial benefits directly to the peak body (per client or agreed annual fee in advance);
- The service provider will provide high level insights to the peak body on the key service requirements and issues facing organic businesses.

PROPOSED PEAK BODY – MEMBERSHIP & FUNDING



Funding review

It is recommended that funding be reviewed every three years, noting that the start-up costs of the peak body will be higher than ongoing operational costs. This is due to the need to establish a full suite of agreed policies, communications and member value proposition collateral to build reputation, capacity and revenue sources (membership and commercial partners, including sponsorship.)

There is also an inherent cost in the creating the technology platform, website and database.

PROPOSED PEAK BODY – RESOURCING

e. RESOURCING

Professional Executive Officer (1FTE) + contracted / casual staff and consultants as required

Executive Officer

The purpose of the position of Executive Officer (EO) of the Organics Industry Peak Body is to assist the Board to fulfil its strategic and governance roles and to ensure the delivery of the strategic plan in accordance with organisational values. The EO reports directly to the Board through the Chair.

Key Responsibilities

1. Lead collaborative strategy and planning processes for developing an industry vision and priority-setting, policy development and advocacy initiatives, including the creation of a strategic plan, annual budget and annual workplan.
2. Building and maintaining strong relationships with members and stakeholders, including farmers, agricultural representative bodies, agribusinesses, Government agencies, research and development corporations, universities and other relevant bodies.
3. Advocate for the organics industry at meetings and forums, including with government, farmer bodies, research and development bodies, and in the media as required.
4. Project management (including grant applications, managing budgets, delivery partners, contractors and volunteers) to ensure effective project delivery and reporting on time and within budget.
5. Produce or coordinate the delivery of communications collateral including a regular member newsletter, social media content, key messages, speeches, presentations and policy papers.
6. Perform or coordinate secretariat duties for Board and committee meetings, provide general support for the chair and board.
7. Ensure that corporate governance and compliance requirements are met, and the organisation operates effectively on a day to day basis

PROPOSED PEAK BODY – LOCATION

f. LOCATION

Respondents agreed it was most important to find the right person for the role and location could be flexible. However, most agreed that co-location had benefits. Two viable options are:

1. Organics Centre of Excellence - Southern Cross University (SCU) Organics Department (Lismore, NSW)
 - i. SCU is highly supportive of the proposal and has confirmed the following offering:
 - a. Free Office Space
 - b. Free Internet and Phone usage
 - c. Access to meeting rooms and Zoom/Skype Video Conferencing facilities
 - d. Access to researchers at the Organics Research Centre
 - ii The Farming together program
 - a. May be able to provide funding support for an interim Project Manager to set up the new peak body
 - b. Will be able to provide Expert Support in regards to legal or accounting, marketing advice

In regards to the Farming Together Program, funding support is leveraged through farmers on the Steering Committee submitting applications to set up the peak body.

2. NFF or NFF member organisation
 - a. Ease of direct input and influence into NFF policy development
 - b. Grow understanding and relationship between conventional and organic agriculture
 - c. Leverage existing staff and service and providers already well-placed to deliver value to agriculture peak bodies
 - d. Overheads would be charged for housing of Executive Officer and any staff

PROPOSED TRANSITION ARRANGEMENTS

If proposal is agreed:

a. Phase 1 – Summit Pathway Proposal



- Establish AOIWG Steering Committee
 - Propose if Independent Chair is continued, daily sitting fee is paid
- Appoint Business Manager for 3 days per week /3 months (36 days) to deliver:
 - Terms of Reference and secretariat services for AOIWG Steering Committee
 - Position description, advertising and recruitment process for Transition Project Manager
 - Coordinate Summit Pathway Proposal
 - Commence Phase 2 Transition Tasks as agreed

PROPOSED TRANSITION ARRANGEMENTS

Task	Estimated Cost	Note
36 days Business Manager	\$25,200 (\$700 per day inc GST x 36 days)	Includes operating individual overheads and business costs excluding travel, teleconferences
Handover / Advice from Natalie Collard to Business Manager	\$3,500 (\$700 per day inc GST per day x 5 days)	optional
Online Advertising for Transition Project Manager role	\$200	Seek.com.au
Operational costs	\$25,000	Limited travel, meeting costs,
Total Phase 1 costs	\$53,900 \$48,200	Recommended Minimum

Indicative three month timeline

Appoint AOIWG Steering Committee	1 May 2017
Confirm and Confirm funding arrangements and collect funds in trust	3 May 2017
Appoint Business Manager	3 May 2017
Prepare media release and key messages for meeting with Minister (if new peak body agreed, include public call for Board EOIs and subscribe to communications mailing list)	In time for meeting of AOIWG with Minister
Develop monthly communication template and mailing list	7 May 2017
Submit Leadership in Agriculture Grant Application	17 May 2017
Develop Terms of Reference for AOIWG Steering Committee	20 May 2017
Confirm Position Description & recruitment process for Transition Project Manager	23 May 2017
Plan and coordinate integrity workshop with government and OISC	To be held in June 2017
Plan and coordinate R&D workshop with RDCs and SCU (& others as appropriate)	To be held in July 2017
Plan and coordinate market innovation workshop with in-kind partners	To be held in August 2017
Plan and coordinate Organic Industry Summit	To be held in September 2017
Appoint Project Manager to lead transitional arrangements and oversee any successful PASE or other grant initiatives	August 2017

PROPOSED TRANSITION ARRANGEMENTS

b. Phase 2 – Transition to Peak Body

- Confirm funding arrangements and collect funds in trust;
- Working Group appoints Pro Tem Board Selection Committee (including 1-2 independent members);
- Public call for EOIs to join inaugural board (media release, request Ministerial media release);
- Public call to subscribe to communications mailing list for new peak body (create database);
- Appoint Project Manager to lead transitional arrangements and oversee any successful PASE grant initiatives;
- Project Manager to report to Chair/Co-Chairs of Steering Committee;

c. Project Manager Role

The Project Manager is a 12-month appointment responsible for delivering or coordinating:

- Secretariat to the Steering Committee
- Mapping out and costing tasks to set up new peak body:
 - Developing constitution and registration of new body
 - Website, database and e-communications platform*
 - Board appointment process
 - Media releases to seek EOI's for Board, Committees and subscribers to communications updates
 - Member sign-up process and timeframes
 - Launch date and key milestones to launch
- Commencing negotiations, initiatives and/or making recommendations to the Steering Committee with respect to:
 - Co-location options
 - Commercial partner arrangements
 - Banking, financial management and audit arrangements
 - Sponsor and Affiliated Membership approaches and sign-up
 - Board and Committee Charters
 - Formal engagement with NFF
 - Engage with RDC's to commence Organics Research and Development Strategy
- Communications
 - Develop communications collateral, such as media releases and key messages for industry spokespeople
 - Produce a monthly progress update for all industry database subscribers

PROPOSED TRANSITION ARRANGEMENTS



- Develop or commission peak body explanatory document, including broad organics organisational structure map, peak body functions and member value proposition
- Develop or map out requirements for peak body web content
- If PASE grant application is wholly or partially successful:
 - Delivery, communication and reporting to the Department of Agriculture on the Organics Industry PASE grant funds
 - Analysis of the levy contribution (including matching funds) by organic farmers and the return on investment (ROI) of these funds;
- Report on the industry need for a standardised organic certification standard (or Regulatory Impact Statement if approach already agreed), the impact on existing certifiers and holders of certifications and transition process;
- Development of an Organic Industry Research and Development Strategy for 2018 – 2023;
- The development of an Australian Organics Industry Exports Strategy, including priorities, encompassing target markets by commodity, country and region to align government, industry and commercial efforts;
- Analysis of the market readiness needs specific to Australian organic farmers, training and upskilling required and most cost-effective delivery options;
- Delivery of a market guide for how the organic industry can differentiate their products in competitive export markets;
- Market knowledge report on premium markets for Australian organic products and services by commodity, country and demographic. This will include competitive advantages and disadvantages of organics with respect to market access, consumer preferences and demographics.
- Inaugural Organics Industry Summit, an industry-wide formal consultation and communication process open to all Australian organic export industry participants, for the purposes of contribution and gaining buy-in to the Organic Industry Research and Development Strategy, Australian Organics Industry Exports Strategy, and an agreed organic certification standard.

PROPOSED TRANSITION ARRANGEMENTS

- Engaging and managing contractors, consultants and casual staff as required to deliver agreed initiatives.
- Actively pursuing funding for peak body initiatives, research and development concepts, events and project ideas
- Thinking laterally to effectively develop innovative solutions to complex problems during the life of the project
- Building effective, trusted relations with internal and external stakeholders
- Along with the Steering Committee, exhibiting the industry values in all dealings and fostering a culture of collaboration
- Being accountable to transition and project milestones and outputs on time and within budget



ITEMS FOR IAWG DECISION

Items for AOIWG Decision

	Recommendation	Carries / Not Carried
1	Agree Phase 1 Summit Pathway Proposal*	
	- Funding commitment	
	- AOIWG Steering Group nominations	
	- Appoint Business Manager	
2	Agree Proposed Peak Body Proposal	
3	Agree Phase 2 Transition to Peak Body Proposal	

** Not dependent on agreement to Proposed Peak Body*



Natalie Collard

BA(SSC), GAICD

Natalie Collard is a proactive and innovative CEO with extensive experience in a variety of industries, delivering outstanding government relations and transformational business improvement. Natalie has a proven track record in driving strategic change, stakeholder engagement, leading high performance organisational cultures, and delivering policy, advocacy and governance excellence.

Notably, Natalie led the transformation of Australian Dairy Farmers Ltd (ADF) from a financially unsustainable organisation to a dynamic non-profit company that doubled its income, diversified funding, implemented best practice governance, including regular KPI reporting, and achieved a 300% increase on positive media mentions. Natalie gained the trust and formal agreement of 21 separate organisations to accomplish this restructure, both commercial and representative bodies.



Achievement-oriented, Natalie has the emotional intelligence to listen to all perspectives and provide strong frameworks to enable the negotiation of collective outcomes. She was instrumental in achieving Australian dairy's first collective vision statement, endorsed by every dairy leader at farm and factory level, representing 97% of Australia's milk. Natalie has also played a role in driving consensus on the importance of sustainability, leading to the industry's first ever sustainability framework, including ambitious targets such as reducing carbon emissions by 30% by 2020 and transparent annual reporting.

Natalie is qualified and experienced in corporate governance, and is currently on the board of Landcare Australia Ltd and Federal Government Board, the Council of Australian Latin American Relations (COALAR.) Other career highlights include being Manager Rural Affairs at the National Farmers' Federation, leading Telstra's Corporate Affairs for Victoria and Tasmania, managing an emergency post-September 11 arms control meeting of 32 countries in Paris and addressing the United Nations in Geneva on Biological Weapons. She has managed two \$600 million corporate contracts and, as Defence's lead negotiator on security treaties, delivered Australia's first treaty with an organisation, NATO.

Natalie's awards include Telstra Business Woman of the Year - Victoria 2013 (Community and Government), NAB Women's Agenda Emerging Leader Award national finalist and ADF Presidents' Commendation. She is a Graduate of the Australian Institute of Company Directors and holds a Bachelor of Arts (Social Sciences) from La Trobe University for which she was awarded membership of the Golden Key Honour Society.

Contact

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