



## Reflections on the important elements in a journey to national leadership

**Kate Sargeant**

**EverGraze Project Leader, Department of Primary Industries, Victoria**

When I learnt that I had won the APEN Amabel Fulton Award, and that I was required to present on my achievements at the APEN forum dinner, I was prompted to reflect on the opportunities I had been presented, and been allowed to take, since beginning my career with DPI Vic (formally NRE) as a "Cadet" (university student) 13 years ago.

After completing my honours project on the Broadford Grazing Experiment with Lisa Warn, I remember being asked to attend the DPI Meat and Wool Team management meeting to discuss where I would like to work. I told the team that I liked working with sheep and pastures, I wasn't too sure whether I wanted to do research or extension but a bit of both would be good, and I liked the northeast (our family farm is in Bonnie Doon), but I

didn't want to live too far from Melbourne away from my friends. So, I was given a job working 50 per cent of the time on sheep extension and 50 per cent of the time finalising the Broadford Grazing Experiment. I was based in Seymour, an hour out of Melbourne and life couldn't have been better!

This set the theme of my career with DPI to date – I've been allowed to follow my interests and create and take opportunities every step along the way. Our Team Leader, Tim Hollier, who is still my supervisor today, and my former cadet mentor and then supervisor of six years, Stuart Warner, played a big part in this.

### Developing credibility

Working with the Broadford experiment and packaging the outcomes into extension material gave me invaluable technical skills

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# Reflections on the important elements

in grazing management. I quickly became the “go-to” person to both present the results of the experiment and the theory of grazing management. I still present these results today. This was the first of many experiences in my career which highlighted the value of linkages between research and extension in building skills and credibility of extension staff.

## The farmer group experience

I delivered the Beefcheque and Lambcheque programs to six groups, and also ran a BESTWOOL-BESTLAMB group for three years. These groups all continued for another three years before people started to ask questions about how I was funding them. The farmers in the groups became somewhat of a family as we battled the drought years. They taught me far more than I taught them and gradually I gained an understanding of not only the technical aspects of livestock systems and grazing management, but also the challenges of farm management and the importance of community.

I was fortunate to have my own father in one of the first groups I worked with. Dad was important to me and adopted many of the practices I recommended, particularly in hill country management, sheep management and rotational grazing, and gave me lots of examples (good and bad!) to use with the farmers.

With the Euroa BESTWOOL-BESTLAMB group, I set up an MLA pasture species demonstration on two farms. With the help of the group, a local seed company and linkages to the EverGraze project, we almost made this into a full-scale research experiment, implementing a grazing system, weighing cattle, completing many measurements and communicating the results to the community nationally. This demonstration is still going today and has been one of the most rewarding experiences of my career so far.

## EverGraze

EverGraze is a national Future Farm Industries CRC, MLA and AWI initiative. This project involves designing and testing farming systems which aim to be significantly more profitable while also improving environmental outcomes in the high rainfall zone of southern Australia.

My involvement with the project began in 2007 when I became part of the national

team as Regional Extension Coordinator for northeast Victoria and the state-wide team leader. From 2007-2010, our Victorian team delivered EverGraze messages and training to over 7500 producers and service providers in Victoria, achieving practice change on approximately 1600 farms.

In 2007, I completed a national market research study as part of my Masters degree at the University of Queensland. This study demonstrated the current knowledge, attitudes, skills, aspirations, practices and challenges with implementation of the use and management of perennial pastures. It was from this that I designed the EverGraze Whole Farm Grazing Strategies training program. Piloting this course with some of the most knowledgeable large-scale producers in the Holbrook Landcare Group has been a definite highlight of my time with EverGraze. The group has demonstrated the power of using each-other to find solutions to overcome challenges with implementing grazing strategies recommended from research – some say they no longer have any excuses!

## The National Experience

In September 2010 I was forced to put all my experience to the test when thrown my biggest challenge yet – to take over the reins as the national EverGraze Extension Leader as Geoff Saul stepped down. In June 2011, I then became Project Leader as Angela Avery stepped down.

Being put in the lead of the biggest project in the Future Farm Industries CRC was somewhat of a daunting task for me. The six regional advisory groups, the national advisory committee, research and extension teams together make up over 165 people, all of whom have had significant input into the project and a passion for seeing the outcomes result in impact on farms. So, although daunted, I was (and still am) determined to rise to the challenge and ensure that we succeed.

Thankfully, Tim Hollier, Angela Avery, the FFI CRC executive, (especially Agribusiness Director, Dr. Scott Glyde), the FFI CRC Adoption Team, our National Advisory Committee and a very supportive (and patient) project team have all been there to guide me through an extremely steep learning curve. In addition, I was provided with professional support from

Jeff Couttes and Gordon Stone for design of an evaluation strategy.

## The Challenge – making national research relevant

*(extracted from APEN paper, co-authored with Dr. Scott Glyde)*

At the time I took over the extension role, momentum was high with a national network of over 4000 producers engaged in the project. However, our focus to date had been to raise awareness of the principles of EverGraze and achieve adoption of the outcomes of previous, related research.

Resources for our final three years were very limited and as the research was coming to a close, we were asked to redesign the project to embrace an important question:

After seven years of national research investment, how do we make national research outputs relevant to regional farming systems?

Our approach: to develop regionally relevant information packages in six regions of southern Australia to accelerate adoption of research outputs.

All EverGraze recommendations are supported by evidence from whole-farm-system experiments and modelling that tell the full story around the profit, risk and natural resource management (NRM) impacts of change options within a regional context.

## Unique Farm Systems

Every farm, however, is unique in terms of its goals, soils, landscape, enterprise setup and existing practices. For farmers to make sense of the options available they need to understand:

1. the cost and potential impact of each option compared to other competing investment options
2. the potential fit of the options into their existing management philosophy
3. other changes necessary to realise the potential benefit of investment.

Regions can be also described in terms of the status of environmental issues to be addressed (landscape, soil, climate) and the effect of these issues on enterprise performance and management.



# in a journey to national leadership

## The Regional Package Approach

Developing, implementing and continuously improving regional packages to target the unique regional needs involves:

- regional advisory groups comprising farmers, advisers and scientists which assist in adapting the research to their local farm systems
- adviser training for supporting farmer adoption decision processes
- a website that supports advisers and farmers by providing strategic and tactical options relevant to the local context, linked to relevant information notes, tools and training.

With the regional context defined, new practices (e.g. plant varieties or grazing strategies) can easily be integrated into regional packages as they are developed.

By focusing on communicating how research outputs are relevant to local farming systems, utilising local input, regional packages have capacity to change the way RD&E is conducted, accelerating the achievement of industry

and environmental benefits.

Over the next three years, the EverGraze team will develop the regional packages and focus on building capacity of producers and service providers to use the information, tools and processes to make decisions. This strategy will ensure the legacy of the project and the impact on farm we are aiming for.

## Some final comments

I feel really lucky to have been given such fantastic opportunities throughout my career so far. Being allowed to work on projects which link research to extension, and to follow my passion in pastures, grazing management and now farming systems has given me a big advantage. The most important thing has been the people – the farmers and my colleagues within and outside DPI have taught me everything I know, and continue to make my job interesting and rewarding.

Thank you to APEN for recognising my achievements. It was a great honour to be awarded the APEN Amabel Fulton Award for Excellence in Extension by a Young Professional.



Kate Sargeant, winner of the 2011 Amabel Fulton Award

*"A good objective of leadership is to help those who are doing poorly to do well and to help those who are doing well to do even better."*

Jim Rohn



## FROM THE EDITOR

Welcome to this, the first edition of ExtensionNet for 2012. In this edition I want to recognise and celebrate the achievements of some of our members who won awards at the APEN National Forum last November. Their passion, determination and creative approach has not only made a positive contribution to extension but also to the communities they serve. I have asked a number of the winners to contribute to this edition and I hope that their stories will inspire and motivate you, as they did me.

In our lead article Kate Sargeant describes her journey into extension, how she established her credibility and dealt with farmers groups to now leading the biggest project in the Future Farm Industries CRC. Her work in linking research with extension will provide huge benefits to the grazing industry.

David Hickey provides an in-depth account of the Central Queensland beef project. Extension methods used in this project were rigorous and required substantial time and effort but led to an increased adoption of best practice by beef producers.

An article by Megan Meats and Susan Hall outlines how to better engage with grower groups using a five step plan. Engagement with landowners can also be improved if various organisations share, facilitate or financially support the landowner workshops. Greg Reid explains how this coordinated approach can work.

The last number of newsletters all featured a specific theme and while the theme in this edition may not be as apparent, I believe a leadership theme is fitting. Our award winners are all leaders in their respective fields. In order to stay with that theme I have added a few other items to the newsletter in relation to leadership. These include; quotes, cartoons and an interesting website.

I welcome your feedback on the newsletter. Thank you to those people who have responded to the last newsletter – I would love to hear more especially about themes or articles you would like to see featured in this – your newsletter.

*Happy reading...*

Kate

# Building a coordinated approach to Climate Change extension

**Greg Reid, Advisory officer, NSW Dept of Primary Industries, NSW**

*Greg won an APEN Award for best paper contributed to the Extension Farming Systems Journal*



Greg Reid

*Having experts on hand from other agencies allowed me to pass on technical questions I could not answer and provided valuable support in the face of some hostile landowners.*

Climate Change is an extension challenge on an entirely new scale. No single organisation has the resources or expertise to mount and maintain a decade spanning effort to counter complacency and misinformation across all the implications of climate change. Individual agencies often find themselves in competition for an audience or delivering overlapping and repetitive content, to an increasingly disengaged constituency.

While rural agencies and departments may be aware of each others extension efforts these programs generally proceed independently. In 2010, a short series of regional presentations were offered to DPI staff and invitations were extended to local councils, catchment authorities, Landcare officers, rural fire service staff and livestock officers. The presentations outlined projected local impacts and a landowner workshop that might be used as a vehicle for a variety of extension programs.

As a direct consequence, offers originated from the various organisations to share, facilitate or financially support the landowner workshops. Some agencies provided extensive contact lists and promotion avenues. The Rural Fire Service provided expert speakers for sections of the workshop. Landcare officers attended to meet landowners and provide support for on-ground adaptation works. The local catchment authority offered funding to extend the workshops and develop resources on some specific issues.

From the perspective of landowners the coordinated workshops offered the advantage of having to attend one meeting instead of several. The combined front represented by several agencies was impressive and persuasive. In addition, landowners deciding to make changes were often able to immediately contact organisations that would assist.

From the perspective of an extension practitioner, the workshops were easier to deliver and better attended than any I had organised previously. In each location there was logistical support from one agency or another. I did not have to compete with other extension events for participant numbers. Workshop promotion was driven locally and augmented by contact lists from different sources with a much better result than general

advertisement. Having experts on hand from other agencies allowed me to pass on technical questions I could not answer and provided valuable support in the face of some hostile landowners. Discussions did not become mired in one or two contentious issues since these were framed within a bigger picture.

From the perspective of the participating agencies, the available resources had been employed to produce better outcomes in terms of landowners contacted and on-ground changes. A common vehicle had been used to draw attendance, diverse expertise accessed and time consuming logistics had been shared.

In this example four regional presentations to agency staff led to 21 workshops and seminars reaching 344 landowners and \$84,000 of additional funding. Entry surveys found only 50% of landowners were convinced of anthropogenic climate change but subsequent sampling surveys of the participants found that 78% were convinced of climate change and 85% had instituted management changes with an average investment of \$29,200 per property.

In summary the key components of this coordinated approach were:

- Initial presentations specifically to local agency representatives.
- Data presenting the local impacts of climate change.
- Reference to areas of overlapping agency responsibility.
- An open invitation to jointly present, promote or fund extension events.
- Flexible arrangements for each location.

Recently I was privileged to present this work in a paper to the APEN national conference. I strongly recommend to extension practitioners that a small amount of resources devoted to inter-agency delivery not only amplifies outcomes but can leave you feeling part of a much larger and team.

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# CQ BEEF – Better Environmental & Economic Future Lessons from the project

**David J Hickey, DEEDI**

*David received the 2011 APEN Award for Excellence in Extension by an Experienced Professional*

The CQ BEEF project was an extension project developed and implemented in the Fitzroy River Basin region of Central Queensland from 2006 to 2010. The CQ BEEF project was structured so that an extension method could be developed that ensured the adoption of practises and technologies to further the profitability and sustainability of beef business and to develop the capacity of staff to deliver the project.

Project development was based on the following drivers;

- Achieving accelerated growth,
- Low adoption rates in beef industry,
- Scope and need for improvement,
- Targeting resources for maximum impact, and
- Improving our capabilities,

The underpinning considerations included the need to be able to demonstrate tangible evidence of the impact of improved adoption on beef enterprise profit and sustainability as well as limited funds and staff...

## **Lesson 1 - “holistic” “package” of extension principles and practises.**

The CQ BEEF project incorporated a “holistic” “package” of extension principles and practises.

### ➤ *It was participative*

From the identification of the need, through the inception, development, implementation, delivery and finally the conclusion of the CQ BEEF project, the premise has been that of inclusion of stakeholders and beneficiaries, to facilitate active participation.

The method of the project is based on participative learning and action groups, including the Farming Systems method.

### ➤ *It was producer driven*

From initial stages, with the identification of the need for such a project coming from stakeholder engagement meetings to the conclusion of how to proceed



David Hickey, with Austin McLennan (APEN President) and Kate Sargeant at the Forum Dinner.

with the formed groups and developed methods CQ BEEF has been driven by producers.

### ➤ *It employed a multi-disciplined delivery team*

The development, implementation and delivery of the CQ BEEF project was carried out by a multi-disciplinary team, incorporating, Extension Officers, Economists, NRM Field Officers, Scientists, Producers and other contracted experts as required.

### ➤ *It partnered delivery with the Regional NRM body (Fitzroy Basin Association)*

### ➤ *It integrated extension models.*

The CQ BEEF project used and integrated all models of extension;

- Group Facilitation/Empowerment Model,
- Technological Development Model,
- Programmed Learning Model,
- Information Access Model, and
- Personalised Consultant Model.

### ➤ *It incorporated multiple meta processes such as;*

- Adult learning

The nine principles of Adult learning as much as possible were incorporated in to all group and individual activities, including staff only activities.

- Continuous improvement, with focus

The project did not adopt any one cycle for improvement, rather it took elements out of the;

- o CI&I cycle,
- o Continuous improvement cycle, and
- o Action learning cycle.

### ➤ *It required focused targeted activity*

Sound objective analysis to identify and prioritises the areas of need for improvement resulted in purposeful adoption.

- ProfitProbe™ was the economic analysis tool used to objectively provide assessment of business performance

It was used to provide an initial assessment of the businesses and then to monitor business performance each year, providing focus for project participants activities.

### ➤ *It engaged groups and engendered group synergy*

The knowledge and experience of the groups was used through facilitated group processes to enhance the learning outcomes for the groups and individuals.

It is noteworthy that each group was engaged in a different way, including;

- Champion
- Previous group
- Cold call
- Try and buy



*The initial survey aided in the provision of focus and purpose for the extension method development through the identification of gaps in participant capability.*

- Information day
- Producer initiated

## **Lesson 2 - embedded monitoring and evaluation process**

The M&E documentation of the project enabled the development of the extension methods to evolve as the project progressed, and gave the activities and events of the project, the groups and the individuals within the groups, focus and purpose.

All M&E data collected was shared on a Distributed File System (DFS) across the network domain. All members of the project team had access to all data, with the exception of the economic data, which for privacy reasons was only accessible by the group facilitator and the economist.

The criteria for the M&E program stipulated that, it collected and collated data that would be required to produce the outputs of the project, including; “tangible evidence of the impact of improved adoption on beef enterprise profit and sustainability, and; an evaluated development extension model aimed at achieving accelerated improvement in the profit and sustainability of beef enterprises within the Fitzroy region.”

### **Objective Analysis**

To, “...demonstrate the tangible evidence ...” required the objective measurement of the initial status of the participating beef businesses, with follow-up measurements to determine ongoing “improvement”. Objective analysis and data collection as a verse to qualitative perceptions, gave the activities and events a measured definitive

starting point, and a benchmark against which to measure progress.

A negotiated deal with Rural Consulting Service (RCS), Yeppoon, QLD gave the project access to ProfitProbe™, a economic analysis tool developed by RCS that delivers a multitude of key performance indicators (KPI's) which collectively present a snapshot of the business's health.

Later in the project, the ‘ABCD’ Land Condition Assessment (LCA) was adopted as an alternative and/or supplementary method of objective assessment.

In addition to measuring each business's health at the start of the project, annual ProfitProbe™ analysis and LCA, provided a means of monitoring progress and when, holistically interpreted highlighted the key areas of the business where targeted action would be of benefit, providing focus and purpose for the activities and events.

The services of Roberts Evaluation Pty Ltd, Melbourne, were contracted to, further develop the M&E program to enable the ongoing development, monitoring and evaluation of the extension method and the changes in participant capability (capacity and ability). In the later half of the project, having gained knowledge and experience in the process, this was managed by members of the project team.

The collection and collation of this data set required a balanced amount of time and diligent effort on the part of the group facilitators and the project team and included;

- Participant Capabilities Survey
- Agenda's & Run Sheets
- Meeting/Workshop Notes
- Participant Feedback Sheets
- Reflections and Observations
- Narratives & Case Studies
- Annual Business Review.

### **Participant Capabilities Survey**

As groups were engaged into the project all the principals of all the participating businesses were asked to complete a “Participants Capability Survey”. Principals of participating businesses were then asked to complete a follow-up survey 12 to 18 months after they started participating

in the project, so a comparison could be made. The purpose of these surveys and the comparison was to identify and document the impact the CQ BEEF project had on participant knowledge, skills, and attitudes. The initial survey aided in the provision of focus and purpose for the extension method development through the identification of gaps in participant capability.

### **Agenda's & Run Sheets**

A pro forma for agenda and run sheets was developed to ensure a degree of standardisation across the groups in the project. An agenda and a run sheet was developed for each, activity and event. To ensure focus and purpose, the top of the agenda required the documentation of the purpose and objectives of the activity or event. Initially the project team came together to develop each workshop for each group. A copy of the agenda and run sheet were stored in the appropriate group folder on the DFS.

### **Meeting/Workshop Notes**

As much as possible, at least two team members attended each activity or event. The second team member would be responsible for taking notes at the activity or event. These notes detailed the process, content and the discussion of the activity or event and were stored in the appropriate group folder on the DFS.

### **Participant Feedback Sheet**

A pro forma Participant Feedback Sheet (PFS) was developed. This pro forma PFS was contextualised for each activity or event. Participants were required to complete the PFS at the end of the activity or event, giving ratings, answering questions and making comments against statements that referred to the purpose and objectives of the day, how the day was conducted overall, and with reference to content and presentation. The individual PFS's as well as a summarised version were stored in the appropriate group folder on the DFS.

### **Reflections and Observations (R&O)**

The R&O consisted of a set of predefined questions, answered after each group activity or event, by all attending team members and guests or “experts” who attended, , with respect to the activity or event. The questions referred to how

## CQ BEEF (Continued)

the day was set up, how it went, how and what participants contributed. The R&O also endeavoured to capture what activities the participants had been carrying out in their businesses since the previous meeting. This was done as soon after the activity or event as possible, so it was still fresh in their minds.

### Narratives

The Structured Narrative format was used to capture activities and events that did not get captured elsewhere via another means or that needed some more detail. Narratives are qualitative accounts, often written in the second person, referring to activities and events within the project. The Narrative, outlined who, when, what, why, how and a descriptive result of an activity or event. They were short and sweet and to the point.

### Case Studies

Case studies differed from Narratives in that they were an in-depth account of the activity or event. They focused on a individual, the group, situation, or a business case. Case studies were used to capture and describe the impacts of changes that had occurred. Qualitative

information described the; who, when, what, why, how as in the narrative. Quantitative data either objectively measured and/or modelled demonstrated the level of impact.

### Annual Business Review

Each business was required to complete an Annual Business Review (ABR) at the commencement of each financial year. The ABR document asked the participants to reflect on the previous year results, activities and events, and then document generalisations about the outcomes, the actions they had planned and carried out, and/or planned and not carried out. They also reflected and generalised on their goals and aspirations.

### Conclusion

The method of the project was rigorous, requiring substantial time and effort by the participating group members and the delivery team. The investment in this time and effort was well spent to ensure the project brought together the right balance of people, process and content, to initiate increased adoption of practises and techniques, by beef producers.

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*Case studies were used to capture and describe the impacts of changes that had occurred.*

## Persuasion skills workshops

### Do you want to improve your persuasion skills to drive adoption?

Then maybe you should attend a persuasion skills workshop. I did and I found it to be one of the most valuable training exercises I ever undertook as an extension officer.

### Two-day workshops will be conducted in:

**Adelaide:** 14-15 March

**Temora:** 27-28 March

**Toowoomba:** 12-13 April

For more information about these workshops, go to [www.c-qual.com](http://www.c-qual.com) or call Bruce Howie on 0418 254 668

## Interesting Website

*This website provides a collection of online leadership tools. Some are free and ready to be used immediately. Others are available electronically for a nominal fee.*

*The content on this website is specifically designed for people involved in leadership roles, change processes and team building. This site provides leadership tools, case studies, quotes and assessments. Check it out – you may find something useful.*

**<http://www.online-leadership-tools.com/>**



Charles Arnot, Keynote Speaker



Austin McLennan and Barbara King networking at the Dinner



Greg Mills, Forum Convenor welcomes participants



Andrew Hull, an inspiring keynote speaker

# 2011 APEN National Forum

## Hitting a moving target

### Sustainable landscapes, livelihoods and lifestyles in a changing world

*I'd like to report on the APEN presentations  
That touched me the most and provided motivation;  
So I thought it fitting to draw on inspiration  
From a dashing guest speaking who has no imitation*

*From near and far we came to stay  
In historic Armidale on Waterfall Way;  
There were Aussie and Kiwis and Columbians to boot  
Fun field trips and socializing; the dinner was a hoot!*

*But it wasn't all about the meet and greet  
For there was much to learn, which is no mean feat;  
A changing world was the order of the day  
This requires engagement in an innovative way*

*The keynote speakers had much to tell  
With stories of success and failures as well;  
Words of wisdom, some to have some to earn  
I took home the message 'some you win some you learn'*

*But you asked me for key learnings, so here is number one  
Technology is useful, not only just for fun;  
With videos and podcasts, apps for your iPhone  
A farmer can live at woop woop but they are not alone*

*Moving right along now, here's key learning number two  
I may not have the knowhow but my network leads to you;  
Beef, wool or cotton, we're all in the game  
And agricultural extension is really all the same*

*Charlie Arnot made a valid point that consumers don't want science  
But agriculture is required to maintain a social license;  
So this therein lays the important number three  
No facts or science necessary, but trust will set you free*

*I'm going to add another one, key learning number four  
My experience at APEN has left me wanting more;  
There's much to learn for I am but only new  
Extension with an open mind is a definite 'to do'*

*I may not be an Andrew Hull, but I've given it a shot  
So I hope I have conveyed to you I really learnt a lot  
I look forward to the next forum and hope it's much the same  
And next time I promise... I won't miss the plane!*

**Forum report by Bronwyn Roberts, Fitzroy Basin Assoc. Inc,  
a scholar in the Fast Tracking the Next Generation of Regional  
Change Professionals Project, funded by  
the Department of Agriculture, Fisheries and Forestry.**





Austin McLennan, Sue Middleton, David Hickey, Kate Sargeant, Charles Arnot, Caroline Robinson



Roe Currie, Kate Roberts

## APEN Forum 2011 Awards

**David Hickey,**  
2011 APEN Award for Excellence in Extension  
by an Experienced Professional –  
*for the DEEDI CQ Beef Project*

**Kate Sargeant,**  
2011 APEN Amabel Fulton Award for Excellence in  
Extension by a Young Professional  
*for the EverGraze and Feedbased Projects.*

**Greg Reid,**  
Best paper contributed to the  
Extension Farming Systems Journal  
*for the paper 'Building a coordinated approach  
to Climate Change extension'.*

**John James,**  
Best paper contributed to Forum proceedings  
*for the paper 'The road less travelled:  
A balanced approach to eExtension'.*

**Suzette Argent,**  
Highly commended paper contributed  
to the Forum proceedings  
*for the paper 'Can market research successfully  
improve communication and extension of  
climate change issues?'*

**Megan Meates,**  
Best poster contribution - for the poster  
*'Five step plan for working with grower groups.'*

**Suzette Argent,**  
Highly commended poster contribution  
*for the poster 'Can market research successfully  
deal with climate change?'*

**Gerard Kelly,**  
Highly commended poster contribution  
*for the poster 'VegBiz – Vegetable enterprise  
decision support systems'*



Bush Poet Gordon Edmonds entertains  
at the Welcome Reception



Richard Stephens, Jess Jennings



Rude awakening - Fire alarm after the forum dinner!



The Black Dot Music jazz band was the  
Forum Dinner entertainment



Caroline Robinson, Hellene McTaggart, Sue Middleton, Megan Meates – the gals from WA



# Five step plan for engaging with grower groups

**Megan Meates and Susan Hall, Grower Group Alliance, WA**

*Megan and Susan won the APEN Award for best poster at the National Forum*

*Funding bodies also recognise the benefits of strong partnerships, and are funding projects which encourage collaboration with grower groups*



*Susan and Megan*

With a growing importance for strong partnerships between grower groups, researchers and the wider agricultural community, a five step plan has been developed by the Grower Group Alliance (GGA) to provide researchers and industry members with a framework for engaging with grower groups.

The GGA is a farmer-driven organisation developed by grower groups seeking to improve communication and function, with a primary role in connecting grower groups, research organisations and agribusiness in a network across WA.

Over the past two decades, many farmer groups have formed in WA's grain production zone as they realise the importance of participatory research in adoption of new technology and the advantages of local adaptation, development and extension. They have also recognised the advantages of networks and are actively forming partnerships with other grower groups, researchers and private industry.

Funding bodies also recognise the benefits of strong partnerships, and are funding projects which encourage collaboration with grower groups. This change in the agricultural landscape has emphasised the importance of relationships amongst groups and industry stakeholders and a need for improved understanding of the requirements of both parties.

The following five step plan, assembled from ten years of GGA experience working

with groups and consultation with grower groups and key industry members at the 2011 Grower Group Alliance Annual Forum, will assist with improved relevance and rigour of projects, increased adoption of technologies and improved efficiency and effectiveness of RD&E rollout.

1. Know what you're looking for and what a group can offer you. Make them an offer they can't refuse. Ask: what is required from the research or project? Why is a grower group relationship needed? Grower group involvement in the research process can include identification and supply of field sites, minor role within a larger project, or co-development of research. Visit [www.gga.org.au](http://www.gga.org.au) for grower group information and examples of collaborations in order to select the right group, and use the knowledge base of GGA staff, including network and grower group structures, research interests and activities.
2. Develop clear expectations and make it a win-win situation. Have a common goal with mutual benefits both parties are working towards (but be open to new ideas). Establish what the grower group will receive, and what they need to provide and consider getting these in writing. Don't expect farmers to co-invest in the research or pay for research results. They can contribute through in-kind support such as land and labour, or providing knowledge.
3. Build a strong relationship with the grower group and partners. Be there on the ground, become easily accessible and get involved. Attend the grower group's events and invite grower groups to industry events. Be aware of volunteer time and other commitments when partnering with grower groups, respect and understand that the people running the groups are not usually getting paid. Building trust takes time, openness and honesty to keep it going and once built, the relationship should consider succession planning. Use ongoing projects and relationships with grower groups to build future projects. Ideas, feedback and interaction can all feed into your next (relevant and rigorous) project.
4. Partnering versus outsourcing? Be clear on the differences and what you need. Partnering with a grower group involves working towards a common goal. Ensure two-way interaction in project development and extension. Outsourcing work to a grower group is not a partnership, and if using groups in this way, for example to run events,

survey their members on your behalf or become extensions of project staff, they should be fairly compensated. Expectations need to be considered from the start, but don't rush the process as it's not always clear if it is partnering or outsourcing, and it's not always an either/or situation. Look at each circumstance along the way as each circumstance will vary case-by-case and in different situations.

5. Good communication and extension is essential. Ensure extension reaches the wider agricultural community.

Use the GGA, the grower group and your networks and keep it two-way between grower group and researcher. Delivering research outcomes can provide researchers with opportunities for impact well beyond a partnership with one or two groups. The research process needs to be extended just as effectively as the outcomes/results, to avoid duplication.

Key learnings from developing the five step plan included RD&E partners understanding what grower groups can offer and how they operate, and projects having clear

expectations from all partners, delivering mutual benefits. Strong relationships and networks need to be developed, and ongoing good communication and extension within and beyond partners is essential. If the plan is followed and partnerships are strengthened, not only will there be improved technology adoption within the grower group, but also knock-on effects of information carried throughout networks across the wider agricultural industry.

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## APEN's Annual Report 2010 - 2011

The 17th APEN AGM was held on Wednesday November 30, 2011 and lunch-goers at the 2011 APEN Forum were a captive audience. Twenty-eight members officially attended but many more heard the reports from President Austin McLennan and Treasurer Greg Mills. These reports are presented below.

Austin McLennan delivered his first report as President, and officially thanked Tracey Gianatti, now APEN Past President, for her leadership of the Management Committee (MC).

Elections were needed for Austin McLennan as President and to confirm the SA, NT and Victorian Regional Coordinators who had been seconded during the year.

The MC is:

President: **Austin McLennan**, NT Department of Resources

Vice President: **Kate Ambrose**, Dept of Agriculture & Food, WA

Secretary: **Sophie Folder**, PEAR Consulting, Tas

Treasurer: **Greg Mills**, NSW Dept of Primary Industry

Past President: **Tracey Gianatti**, WA

Qld Regional Coordinator: **Greg Shannon**, BSES Ltd

Vic Regional Coordinator: **Mike Weise**, WestVic Dairy

SA Regional Coordinator: **Lauren Thompson**, Scholefield Robinson Horticultural Services Pty Ltd

NT Regional Coordinator: **Warren Hunt**, NT Dept of Resources

NZ Regional Coordinator: **Denise Bewsell**, AgResearch Ltd

Editor of ExtensionNet: **Kate Charleston**, Dept of Employment, Economic Development and Innovation, Qld

The APEN Public Officer, Matthew McCarthy (Bendigo, Vic) and the Auditor, Bob Travers & Associates of Albury were confirmed for the following year.

The motions to raise the ordinary membership fee to \$99 (incl GST) and minor alterations to the Constitution were passed. The alterations to the constitution were to make provision for short-term leave from the MC and to clarify the maximum period of service on the MC.

Many thanks to those who attended the AGM and for the ongoing support of all APEN members.

## APEN President's Report for 2010-2011

### *Austin McLennan, President*

It is with pleasure that I present today the APEN President's report for 2010/11. In it, I am looking forward to outlining some of APEN's key achievements and activities over the past year, as well as some of the opportunities and challenges that lie ahead for our organisation.

In a piece I wrote for our most recent ExtensionNet newsletter, I drew an analogy between a harvest and a President's report at an AGM. I made the point that just because a committee has spent much time "planting, watering and fertilising, etc.," it does not necessarily mean that anything has been produced!

However I believe APEN is realising its vision "to be the leading professional body for those whose job involves facilitating change in primary industries and natural resource management" (APEN Vision

Statement) and that, importantly, we have been achieving this by providing a "Platform for Professional Development, Networking and Representation" (taken from the APEN Mission Statement).

These three sign posts – Networking, Professional Development and Representation – have been critical indicators to me and the APEN Management Committee of where to focus our efforts as we work through how APEN can best deliver benefit to our members and the broader extension community.

### **Management Committee**

Throughout this year your MC has managed the affairs of APEN to ensure that we are indeed delivering value back to members. Within the APEN Management Committee, your elected Regional Coordinators, one from each

state and NZ, have taken responsibility for the managing the overall business of the organisation, including the setting of strategy and that critical representation role of APEN.

Ideally each Regional Coordinator is supported by one or more 'Cluster Coordinators'. This is something we need to work on – both to help APEN deliver more activity on the ground in the regions, and to free up MC members so they can devote more of their scarce resources to creating a more effective and stronger APEN. I can think of few better ways to develop your networks and professionalism in extension than by taking on a Cluster Coordinator role and doing it well.

So I wish to thank (and congratulate) those members who are our current cluster co-ordinators, and we look forward to more



# APEN President's Report (Continued)

Table 1: Record of APEN MC meetings and member participation, 2010-2011

y = Chairperson, - resigned, y\* = Face to Face

Quorum: 4 Members															
Meeting	Date	Tracey/Austin (President)	Neale (Past Pres)	Kate A (WA)	Sophie (Tas)	Greg M (NSW)	Mike (Vic)	Lauren (SA)	Austin / Warren (NT)	Denise/Ian (NZ)	Greg S (Qld)	Kate C (Editor)	Gerry (Editor)	Roe (Secretariat)	Members
#111	9/12/2010	y		y	y	y			y			y		y	6
#112	3/02/2011	y		y	y	y		y	y	y Ian				y	7
#113	22/03/2011	y Austin		y	y		y	y		y		y		y	7
#114	12/05/2011	y				y	y	y	y Warren	y	y		y	y	8
#115	28/07/2011	y		y	y	y	y		y	y			-	y	7
#116	15/09/2011	y		y		y	y	y		yy		y		y	8
#116A	28/11/2011	y*		y	y	y*		y				y*		*	6
Total	Total	7	0	6	5	6	4	5	4	5	1	4	1	7	

of our members taking on this opportunity in 2012.

Under the APEN constitution, we also have the option of using subcommittees to bring in talent and energy from outside the management committee to assist with key management activities. We currently have one active subcommittee to manage APEN's contribution to national extension policy under the PISC (Primary Industries Standing Committee) 'Extension Skills Project' and developments occurring under the banner of NEFA, a 'National Extension Framework for Australia'. The subcommittee approach has allowed us to formally bring in Jess Jennings, NEFA convenor, with positive outcomes for both Jess and the APEN MC.

The APEN MC conducts its formal business through teleconferences held every two months and additional meetings and correspondence as required. Importantly, we recently made the step up to using web-conferencing instead of audio-only teleconferencing. Our recent meeting at the start of the 2011 APEN National Forum was the first time some of us had met face to face.

Table 1 (see above) outlines our schedule of meetings for 2010/11 and the participation of your MC members.

I would like to personally thank all members of the MC for their diligent participation and constructive contributions throughout the year, both inside and outside our formal meetings.

The MC and APEN is also extremely fortunate to have the level of administration support provided by our Secretariat, Rosemary Currie. It is very clear to me that APEN would achieve little if we were not able to afford this Secretariat service, and we thank Roe sincerely for providing

it to us so ably.

On the MC itself, 2011 saw us welcome two new members and also saw a significant change. The significant change is that, at the end of the last AGM in November 2010 the APEN President was Tracey Gianatti, whereas the person now delivering this President's Report is not Tracey!

Tracey would have loved to be delivering this report. Her passion for extension and a desire to see APEN be a truly effective organisation made her an excellent President. Tracey's commitment to APEN was such that when, earlier this year, she and her husband moved to South Korea for a work opportunity, she wanted to see APEN led by a President who could be more physically present for APEN and in daily touch with the world of extension and rural industries and communities.

I take it a compliment that Tracey felt sufficiently confident in my abilities to step down and leave the APEN Presidency in my hands. I suspect that if Tracey felt it had been necessary, she would have continued to lead us from Korea, and via the wonders of modern communication technology, would have done an excellent job. Indeed, almost all the APEN achievements I will be reporting on for this past 12 months, and some still in progress, were initiatives either started during Tracey's Presidency or brought to completion as a direct result of her leadership.

So, personally, and on behalf of the MC and all APEN members, I want to thank Tracey for her achievements as APEN President, and to thank our constitution that will enable her to continue to contribute to the MC as our immediate Past President for a little bit longer.

Other than the change of Presidency, two other changes to the MC in 2011

were the recruitment of Warren Hunt to fill my previous Northern Territory Regional Coordinator (RC) role, and of Mike Weise to fill the Victorian RC position. Both have made valuable contributions and we look forward to ratifying their positions (and mine) in today's AGM. I also wish to thank Ian Tarbotton who stepped in to fill Denise Bewsell's New Zealand RC role while she was on maternity leave in 2011. Ian made many valuable contributions, including being an inspiring presenter in an APEN Webinar. Denise has now returned to the NZ RC role.

## Achievements

I move now to what APEN has actually achieved within our brief of 'providing a platform for networking, professional development and representation' for the extension community.

## To list our completed activities for 2011:

- We hosted a major event in the 2011 APEN National Forum attended by over 140 delegates. I would like to particularly mention the contributions of Greg Mills, APEN Treasurer and NSW Regional Coordinator, and Convenor and Chief 'Make-It-Happen' person for the 2011 Forum. Thank you also to the primary sponsor of the 2011 APEN National Forum, NSW DPI, who made this quality event possible, and to our other major sponsor, the Grains Research and Development Corporation (GRDC).
- APEN also recognised professional excellence in Extension through the 2011 APEN Awards for Excellence in Extension, with David Hickey (DEEDI) taking out the Experienced Professionals award for the CQ BEEF Project. The APEN Amabel Fulton award for a Young Professional was

won by Kate Sargeant (DPI Vic) for the EverGraze and Feedbased Projects.

- APEN received DAFF (Australian Department of Agriculture, Fisheries and Forestry) funding for the project “Fast Tracking the Next Generation of Regional Change Professionals”, which supported the participation of 11 young extension professionals in the 2011 National Forum and in APEN’s mentoring program which will be offered again in 2012.
- Four editions of our quarterly ExtensionNet newsletter were produced with special thanks to co-editors Kate Charleston and Gerry Roberts who produced three of these excellent issues together. Kate produced the last information-packed issue as sole editor and has agreed to continue in that role for 2012.
- 2011 saw the publication, launch and marketing of APEN’s “Shaping Change” publication, made possible with funding from the Geoffrey Gardiner Foundation and a massive personal contribution of time and energy by Dr Jess Jennings.
- An international Webinar on ‘Rural Community Leadership’ was held in May featuring Australian Rural Woman of the Year for 2011 Caroline Robinson.
- APEN regularly communicated with its members via monthly eBulletins, and more recently, via the APEN President Blog ([www.apenpresident.blogspot.com](http://www.apenpresident.blogspot.com)).
- The Management Committee has also represented APEN and the extension community at key events related to the national ‘Extension Skills Project’ happening under PISC and other meetings related to national extension policy where APEN has been invited to contribute, including developments around NEFA, a ‘National Extension Framework for Australia’.

#### **Continuing projects**

A major ongoing project is the upgrading of our APEN website. The specifications have all been determined and the MC is now close to signing off on a quote to complete this work. Special thanks must go to APEN Member Leigh Walters who has voluntarily contributed his own energy and expertise to get us to this point.

The new website will also enable ExtensionNet to go online but with more interactivity. The intent is to preserve an annual hardcopy version along the lines of

an APEN Yearbook that would feature the ‘best of’ ExtensionNet Online.

Combined with our Member survey in 2012, we will be conducting an attitudinal survey of extension practitioners in partnership with APEN member Warwick Waters. The survey is ready to go and you will be seeing it soon - we value your feedback on APEN’s performance.

APEN is also exploring social media strategies for engaging more with our members through tools such as LinkedIn, Twitter and Facebook.

The APEN Mentoring scheme will be up and running again in 2012 with support from the DAFF “Fast Tracking” project. However we do need your support to identify suitable mentors, and possibly attract additional mentees.

We will be continuing promotion and sales of the “Shaping Change” publication.

Finally, APEN will continue to represent the interests of extension professionals at important national policy events and through other significant consultation processes. A special thanks to APEN Regional Coordinator for Victoria, Mike Weise, who has so ably represented me and APEN in this area. It has been essential to have that capacity within the MC, especially when the President is based in a remote part of Australia in the Northern Territory!

#### **Challenges and Opportunities – 2012**

A key goal for APEN is to continue with the good work we are already doing by providing a platform for networking, professional development and representation.

However we have a major challenge to grow the resources of APEN so we can keep doing what we are doing and do more (or at least do it faster).

Some key strategies we need to employ are:

- Raising membership fees
- Growing our membership base
- Investigating other ways of attracting resources, both cash and in-kind.

Partnerships will also be important in this task. For example, the MC is currently engaged with AgInstitute Australia in discussions about how our two organisations can work together for mutual benefit.

Another key challenge for APEN is to increase our regional activity through local networking events. Our webinar series

will help with this and I thank John James for agreeing to take on the role of APEN Webinar Coordinator in 2012. Finding cluster coordinators will also be important in stimulating more regional activity.

Attempting to be representative of all the parties involved in the extension arena is another significant challenge for APEN. A major part of this challenge is how to better engage with and represent extension in the private sector, especially among agribusiness and private consultants/advisors who may not have a strong connection with the term ‘extension’. We know that this group is a key player in the extension landscape, so a key focus for APEN in 2012 will be for us to find the links and the value propositions that will enable this group to be more involved in our network.

Along with many members, the MC is also aware that APEN’s relevance and impact should not be restricted to those who identify with the term ‘extension’ and with agriculture or environmental issues. For example, there is much in common between those doing work recognised as ‘extension’ and those working in other related fields, for example under such labels as ‘health promotion’ and/or ‘community development’. Yet we acknowledge that it is amongst the agricultural and natural resource management communities where APEN has its strongest roots. This means APEN has an ongoing challenge to find ways of building APEN’s profile (and perhaps membership) among those working outside these traditional strength areas of APEN, without compromising our relevance to current members and what is (arguably) our core focus.

Finally, I want to remind all members that, in essence, APEN defines itself, not as a Federation, Institute, Council or some other term with connotations of absolute authority, but as a Network – the Australasia Pacific Extension Network. We might conclude from this that the founders of APEN saw our strength lying, not primarily in formal organisational structures, but in the distributed talents and expertise of our members.

It is therefore in that spirit that I come back to APEN’s mission of ‘providing a platform for networking, professional development and representation’ for the benefit of members and the broader extension community. The platform is there to be built upon. In other words, much of

CONTINUED ON PAGE 15

# APEN Treasurer's Report for 2010 - 2011

**Greg Mills, Treasurer**

This report is based upon an audit of APEN's finances conducted by Bob Travers & Associates, Chartered Accountant, Albury, NSW.

The APEN financial position at June 30, 2011 was sound with total equity of \$125,966. This included \$60,000 in a term deposit. Sponsorship income included funding from the Gardiner Foundation for a project: Shaping Change in the Victorian Dairy Industry and Beyond. NSW DPI also provided funding for the 2011 APEN National Forum. Sales income was up for last financial year from the Shaping Change book... The main difference to previous year in expenses was the funds spent on the printing of the Shaping Change book. This all contributed to APEN's operating surplus for the 2010/2011 financial year being \$49,825.

Tables 1 and 2 record the profit and loss situation and Table 3, the Assets and Liability situation.

APEN is dependent on conferences generating a surplus of around \$20,000 and forums \$10,000. The surplus is from sponsorship deals and registration income. This is shown in Table 2 where figures show that the larger surpluses indicate a year with an International conference, a smaller surplus the year with a National forum and years with losses indicate that no national event was held. The work of Jess Jennings in gaining the Gardiner Foundation funding made a difference to this pattern and hence our greater than expected surplus for a financial year when no national gathering was held.

A healthy surplus allows APEN to provide free webinar attendance to members, to underwrite future conferences and forums as well as cluster activities and work towards the renewal of the APEN website to a more valuable interactive resource for members.

As Treasurer I would like to thank Rosemary Currie for her management of the organisation's finances

**Table 1 Income and Expenses**

	2008 - 09 Total \$	2009 - 10 Total \$	2010 - 11 Total \$
<b>Income</b>			
Advertising	700	210	-
APEN Conference	26 249	22 998	7 770
2007 APEN Forum	-	-	-
APEN Roadshow workshops	42 635	1390	2 455
Shaping Change Book	-	-	6 872
Membership	24 487	15 877	21 624
Region Events (0708 Qld & WA workshops)	900	-	-
Sundry Receipts	-	1 097	3 873
Sponsorship –Gardiner Foundation and NSW DPI	-	-	95 816
Interest Received	5 011	2 252	2 893
<b>TOTAL</b>	<b>99 982</b>	<b>43 824</b>	<b>157,278</b>
<b>Expenditure</b>			
Accountancy & Audit Fees	1 165	1 163	1 552
Administration	20 779	22 113	24 586
APEN Award	2 409	1 289	-
APEN Mentoring Scheme	-	343	146
APEN project AEP & Forum 07	-	4 470	56,035
Bank & Government Charges	611	716	730
Cost of Meetings	1 031	1 121	1 755
ExtensionNet	11 643	14 771	14 972
Insurance	382	382	382
Printing, Stationery and Postage	513	227	-
Promotion (Members Directory & membership brochures)	1 463	900	1 373
Region Events Payments	715	-	-
Sundry Expenses	62	255	193
Website	1 860	1 819	1 800
<b>TOTAL</b>	<b>98 606</b>	<b>68 323</b>	<b>107 453</b>

**Table 2 Profit and Accumulated funds**

	2006 - 2007 Total \$	2007 - 2008 Total \$	2008 - 2009 Total \$	2009 - 2010 Total \$	2010 - 2011 Total \$
Net Surplus/Loss	-27 801	64 046	1 376	-24 499	49 825
Accumulated Funds	35 218	99 264	100 640	76 141	125 966

**Table 3 Assets and Liabilities as at June 30**

		2008 - 2009	2009 - 2010	2010 - 2011
<b>Assets</b>	Cheque Account	29 278	20 869	64 013
	Term Deposit	55 000	55 000	60 000
	Grant account (DAFF)	16 500	0	0
	Cash	0	0	0
	Accounts receivable	1 001	2 503	17 736
	Provision for impairment of receivables	0	0	0
	<b>Total</b>	<b>101 779</b>	<b>78 372</b>	<b>141 233</b>
<b>Liabilities</b>	Accounts owing	1 139	2 231	15 267
	GST owing	0	0	0
	<b>Total</b>	<b>1 139</b>	<b>2 231</b>	<b>15 267</b>
<b>Equity</b>		<b>100 640</b>	<b>76 141</b>	<b>152 966</b>

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# New APEN members

If you've recently joined APEN, welcome! You'll reap plenty of professional and personal rewards. If you've been in APEN for a few seasons now, be sure to say hello to the new members.



## Jacquie Perkins

### Director, Interel Consulting

Trusted relationships are key to self-sustaining solutions into the future for individuals, teams, organisations and communities. Interel provides back-up on tricky people issues. We build skills that help clarify, understand and respond constructively to complex relational challenges across a wide range of people and contexts, such as working progressively with multiple stakeholders and disciplines. It is a useful complement to strong technical backgrounds.

Opportunities for individuals and teams include: Coaching in relational skills, Tailored training mentoring in coaching, Facilitation of team and stakeholder meetings, Confidential consultations (an honest and constructive external sounding board). Jacquie's approach is: Practical, reflective, constructive and uses humour skillfully to connect people, is backed up by strong qualifications and two decades of experience as a systemic practitioner and open to feedback and evolution.

In 1998, Jacquie was involved with faculty at the Centre for Systemic Development at Hawkesbury Agricultural College. In 2009 she began formally expanding my interests into regionally based work via field-based graduate studies in integrated water management, covering such issues as catchment management, reviewing the GAB Sustainability Initiative and collaboration/participative processes in rural communities.

Jacquie's clients include managers, executives and communities in the water, health, education, insurance and banking sectors. The work always engages and builds stakeholder relationships and commitment to change. Feedback includes working together as fun and highly rewarding - both professionally and back with the family.

You are welcome to contact Jacquie via email if you would like to to arrange a discussion of your situation in confidence at [jperkins@interel.com.au](mailto:jperkins@interel.com.au). Interel actively encourages partnerships with other facilitators and professional development providers.

*"Success is the ability to go from one failure to another  
with no loss of enthusiasm."*

Winston Churchill

Welcome to these new members who have joined since last edition. We're glad to have you all on board.

Salend Kumar	QLD
Kate Sargeant	VIC
Stephen Lloyd	WA
Alison Brinson	VIC
Greg Reid	NSW
Steve Pearson	NSW
Heather Miller	SA
Joc O'Connor	NSW
Jacquie Perkins	NSW
Clare Edwards	NSW
Paul Forbes	NSW
Lester McCormick	NSW
Heleen Kruger	ACT
Jeremy Cape	NSW
Kate Lorimer-Ward	NSW
Stuart Smith	NT
Doug Somerville	NSW
Tim Burfitt	NSW
Catalina Montalvo	CHILE
Robbie Commens	NSW
Suzette Argent	QLD
Valerie Draper	NSW
Sue Pedrick	WA
Bonny Dunlop - Heague	WA
Megan O'Grady	WA

## APEN President's Report (Continued from page 13)

what APEN can or could do depends on its members. It is your network and that means that the more of us get involved, the better it will work.

### Concluding remarks

To the MC as a whole, cluster coordinators, other dedicated members and, of course, to APEN Secretariat Roe Currie, I offer my sincere thanks. I believe we have a great team on the MC and one

thing that makes it great is the balance we have between private and public sector employees. I believe this can only help APEN better represent all sides of the extension community as we move ahead.

Thank you to all our members who continue to see value in what APEN does and support the profession through your continuing membership.

Finally, on behalf of the MC, we thank

our employers and families who enable us to do what we do for APEN.

I look forward to leading APEN into 2012 and thank you for your support thus far.

Sincerely,

Austin McLennan,  
APEN President

# Many Thanks to the Sponsors of our 2011 Forum

**"HITTING A MOVING TARGET -  
Sustaining landscapes, livelihoods and lifestyles in a changing world"**  
**ARMIDALE NSW, 28-30 NOVEMBER 2011**



**Primary  
Industries**



**Grains  
Research &  
Development  
Corporation**



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**APEN Website** [www.apen.org.au](http://www.apen.org.au)

## Guidelines and deadlines

*Submissions should be made in MS Word 6.0 with minimal formatting. A portrait photograph of the author is required. All photographs, figures and/or tables ought to be provided as separate files (preferably TIF or JPEG; photos scanned at 300 dpi). Feature articles should be around 1000 words and minor articles 500 words. The editor reserves the right to edit submitted material to meet space restrictions. Letters to the editor or general items of news of interest to the network are welcome. Articles should be submitted at least four weeks prior to publication.*

*Preference is given to articles that are grounded in some form of project or event.*

**Editing: Kate Charleston**

**Layout: Ross Tasker, Snap Albury Wodonga, Victoria.**

**Production management: Rosemary Currie, APEN Secretariat, Wodonga, Victoria.**

*Opinions expressed in ExtensionNet are not necessarily those of the Australasia-Pacific Extension Network (Inc.) unless otherwise stated.*

**Stories and photos (next edition) due to Editor 1 April 2012**