

Inquiry into Government Drought Support

Productivity Commission Draft Inquiry Report

Launceston

‘Droughts can have devastating social and financial impacts on farmers and their local communities as well as adverse environmental effects. Droughts reduce Australia’s economic growth through forgone for gone production and reduced employment.’

– Draft Inquiry Report – Overview xxi

This statement captures the essence of the challenge presented when confronting reform of National Drought Policy. The quest is to create integrated policy that simultaneously:

- empowers and enables people and their productive enterprises/businesses to :
 - deal the impact of extreme climatic events as they are being experienced
 - swiftly recover from any one event of climatic extreme or natural disaster
- equips Australia’s Primary Industries sector with innate capacity to sustain consistent performance and manage acceptable fluctuations in productivity despite events of extreme climatic variability and the emergence of pronounced shifts in long term climatic patterns.

The challenge is, how does the framework of policy and any subsequent presence and/or intervention by Government provide appropriate leadership and/or support to enhance performance and productivity in rural people and their productive business enterprises and across rural industries for the collective good with the minimum of distortion.

Creating capacity in rural people, in rural businesses and rural industries and having an image of how we want Australia’s primary industries to look and perform are sound premises for creating new architecture in Australian agricultural policy.

Titles of submission sections

- 1. Creating a dynamic paradigm for Australia’s primary industry sector**
 - Need to have Inquiry outcomes aligned with a vision of what we want to achieve
 - Investigates systemic issues impeding the effectiveness of the system under investigation
- 2. Social capacity as a driver of performance and productivity**
 - Acknowledging that by improving the capacity of people especially in the face of adversity we can lift their performance and productivity
- 3. Empowering people and their businesses to deal the impact of extreme climatic events as they are being experienced**
 - Investigates effectiveness of current support measures and what is no longer serving the purpose
 - Review of proposals put forward by the draft report
- 4. Enable social, financial and productive recovery from extreme climatic variability**
 - Explores the importance of having a recovery strategy in place to hasten the recovery phase in the aftermath of any extreme event
- 5. Equipping Australia’s Primary Industries sector with innate capacity**
 - Explores the means of achieving innate capacity in people and their businesses to deal with extreme climatic variability and the emergence of pronounced shifts in long term climatic patterns.

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1. Creating a dynamic paradigm for Australia's primary industry sector

When we have a strong sense of the paradigm we want to create for the people in agriculture, their productive enterprises and the industries to which they belong, then reform and change will be driven proactively and not evolving as responses or reactions to fixing up problems.

While it is not contained within in the Inquiry's term of reference to create a vision of what a thriving and productive Australian primary industry sector might look like, the Commissioners' task of recommending new policy is not made easy with absence of vision. Therefore recommendation and subsequent changes to policy will by default create visionary outcomes of how Australia's primary industries respond to extreme climatic variability and the emergence of pronounced shifts in long term climatic patterns.

My challenge to the Commissioners is this:

What paradigm regarding the future shape of Australian primary industries would one need to have, to create integrated government policy which are appropriate, effective, efficient and simultaneously :

- ***enhances people capacity,***
- ***enables farm business capacity and***
- ***builds coordination and creatings integrated solutions across rural industries***

The philosophy underlying Draft Recommendation 7.1 seems a sound premise for reform of the National Drought Policy and creation of new policy framework.

Whether the framework of Australia's Farming Future initiative is the right vehicle for embedding policy changes is a moot point, given that this program in the long term may be transitory and not have longevity.

This inquiry is historically significant for Australian primary industries due to the implications of possible changes it may drive. An opportunity now exists to further explore, discover collective solutions and create mechanisms for overcoming systemic issues which impede performance and productivity in Australian primary industries, and not just from a climate change driven agenda.

The inquiry has highlighted significant systemic problems impacting directly or indirectly on the performance and productivity of people and their businesses within Australia's primary industries. Stressors such as drought often show up and put to test dormant unresolved problems, areas where there is a void of leadership and areas of market failure impeding optimum performance of people, land and capital investment within Australia's primary industries.

Systemic impediments may include:

1. ineffective extension to farmers and ineffectual engagement of farmers in relevant learning opportunities.

Australia's primary industries are devoid of a concrete and holistic extension and training mechanism that serves to empower both human and business capacity in an integrated manner. There is no ongoing neutral and independent one stop shop where all people who farm or are connected to farming have an opportunity or are encouraged to participate in **acquiring, assimilating and integrating information** relevant to their life and business situations.

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Such a 'shop' might have the following attributes including:

- attain widespread farmer appeal, collective grass roots ownership and participation.
- a neutral place where farmers can connect and share experiences, receive mentoring support, acquire information about new or old technologies, learn about business management or succession management strategies, learn to self manage family and personal issues as they exist in a farming context.
- a place where farmers, agricultural science research, agricultural social research and agribusiness and community service providers can collectively demonstrate and trail new ideas/techniques/systems of production and land use/systems of management/systems of community and social interaction at a local level
- be a focal point where community service providers connect with and share their messages and support with farmers.

By contrast to farming businesses, small business is served by a network of business centres, as is the case in Tasmania. These centres provide morale and informational support services including:

- assisting businesses to identify key impediments to performance and building sustainable viability
- providing training to bridge identified skills/knowledge gaps businesses' workforce and management
- providing specific funding for referrals to specific consultant specialists.

The existence of such business centres work under the underlying premise that they want as many businesses as possible to survive and thrive.

Farming is an extremely complex business of management and operations. Operators are easily consumed by its many demands and often lack the awareness and/or ability and/or the financial means to source and integrate new technologies and/or management strategies into their decision-making processes. Attrition of farmers is a systemic issue that goes unabated but this is said to happen in the name of adjustment and better allocation of resources.

There is a myriad of sources of information available to farmers to enable change as a catalyst for better performance. However a large sector of farmers often struggle with the complexity of available choices finding it difficult to discern how various options could integrate into their management and operational regimes.

Operators at each end of the spectrum have diverging levels of self and business management styles including:

- astute operators are able to pay for consultancy providers who integrate management and technical practices into packages of best practice. These operators may for instance belong to a Farm 500 group where they can gain valuable sharing of experience amongst participants – this is crucial for integrating new practice into management regimes.
- 'slow adopters' at the opposite end of the spectrum. This is a large group of farmers who may be operations focussed and don't readily adopt new ideas. They tend to be older and unwilling or not see the relevance of participating in structured learning activities as a means to the lifting their performance.

From my experience as a private consultant and as a former Rural Financial Counsellor there is a failure in both private and public sector extension services in meeting the current collective needs of farming.

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The challenge is to put in place a model of extension that serves the greater collective good. Even seasoned Extension professionals have preferences of not actively engaging with a large sector of farmers termed the 'masses'. – little wonder that our intention creates what we perceive. The challenge is to effectively engage this group and put effort into empowering this group.

While programs such as the Professional advice and planning grants were a step in the direction of assisting farm businesses to assimilate a new level of management into their businesses, they were limited to applicants who resided in an Exceptional Circumstance declared region, there was a lack general awareness of the availability of the program amongst farmers and the program had no framework of support and longevity.

Training programs such as that proposed under the FarmReady program essentially has a climate change focus. FarmReady and the now superseded FarmBis program may be characterised as appropriate forms of Government intervention because they meet the criteria of delivering acceptable educational outcomes for the good of the community. However the challenge is that participants don't always have adequate on going support and mentoring to adequately assimilate and integrate newly acquired 'learnings' and convert them into changed management practices. This is unlike secondary and tertiary business organizations' team like environments where coaching/mentoring support helps to assimilate and integrate learning, and where structured reviews is used to assess the effectiveness of changes in practice/performance as a consequence of any training.

The following four programs are effective examples of extension and farmer learning programs having varying degrees of the attributes of the 'one stop shop' as described above.

1. The Birchip Cropping Group is vibrant example of a neutral farmer driven organization. It has attained collective ownership, encourages and invites grass roots participation, is a focal point of demonstration of new technology/farming systems and providing active learning experiences. Its example provides an ideal model for local research, development and extension/education. The concept appears not to have successfully cloned itself as sustaining the momentum of individual groups requires exceptional voluntary leadership and commitment.
2. Farm Smart was the Victorian version of the Property Management Planning program. It was an effective vehicle for providing grass roots learning opportunities. The program created a community network of facilitated active farmer learning groups, similar to farmer discussion groups. These groups focused their activities around exploring people, production and natural resource management issues undertaking training and reflecting on individual and collective experiences of group members. FarmSmart was abandoned making way for the Farmbiz program where regional coordinators became learning pathway facilitators. This was a backward move because the program coordinators were scantily spread and FarmSmart groups dispersed in the absence of active facilitation. The key experience from FarmSmart was that groups driven by grassroots facilitation attained a degree of local ownership and sustainable longevity in the presence of funded facilitation. In addition FarmSmart possibly engaged people with a wider diversity of social status at a more connected and supportive level than what the BCG model achieves. People were actively invited to participate and bring something to share thereby attaining a greater sense of belonging.
3. The Landcare program is an example of a group structured facilitated program with orientation to effective landscape management having widespread 'grass-roots' appeal and participation because they do tangible hands on environmental service.

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4. The Tasmanian Institute of Agricultural is a research, development and extension agency. The recent 8x5 Wool Profit Program is a great example of a University sponsored program and serves to show the possibilities for reshaping a new approach to R, D & E and having the independent security of an institutional entity with longevity, leadership and research capacity. This project has shown that Institutional and market driven extension services can happily co-exist, feed off one another and achieve synergy. Those seeking specialist services of rural consultants will still be prepared to pay for its acquisition and prosper accordingly.

Extension driven by market forces have consistently failed to deliver the necessary information and support across the full spectrum of farmers to assure sustainable capacity and growth to all sectors of the spectrum.

Australia is scattered with Universities and Agricultural Colleges that could serve as the hubs of a structured nationwide rural extension network.

The best features of these examples could be combined to create a permanent nation wide facilitated rural extension network of learning groups. In summary I propose the following **extension-learning group network model** © including its three tiered organizational structure and characteristics listed below:

i. Institutional Level

Might be Universities and Agricultural Colleges. A University in its surrounding region would sponsor/host a number of strategically located satellite Demonstration Farms having a similar appearance to the Birchip Cropping Group

Functions includes:

- organisational longevity and credibility
- source perpetual funding
- manage and facilitate the governance and strategic activities of the cluster of Demonstration Farms under its jurisdiction
- undertake partnership arrangements with RDC and CRC's to undertake research projects on the Demonstration Farms

ii. Demonstration Farm level

Operate activities on a small research/demonstration farm

Sponsors/ hosts a number of satellite learning groups in district communities surrounding the Demonstration Farm. Has a governing Board of Management elected from the learning group level and overseen by facilitator from the Institutional level. This achieves collective ownership but professional independence, support and levels of appropriate governance.

Functions includes:

- Conducts research and development – might be replication of research conducted on neighbouring Demonstration Farm or its unique research to meet the needs of local rural industries.
- Undertakes commercial /partnership activities that enhance its extension role
- provides land and facilities for individual learning groups to conduct their own community garden and training/educational activities
- Provides
 - forums by commercial and community services/support providers
 - field days and demonstration of new technology

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iii. Learning groups level

Farmer discussion groups managed by a local part time paid facilitator whose job it is to invite and grow the group membership. A number of these groups are located in the districts surrounding and supported by the Demonstration Farm.

Membership at this level see the Demonstration Farm managed by their representative/s and not by University staff or consultants telling them how to do things. Level two acts as a filter.

Functions includes

- Undertaking activities that develops the human and business capacity of members in a supportive environment including:
 - training as chosen by the group appropriate to their collective and individual needs
 - information sessions from community providers

extension-learning group network model ©

Systemic impediments may also include

2. research and development funding silos

Innovation and technological/farming systems change across Australia's Primary Industries is largely project and program orientated driven by Research and Development Corporations representing various industry sectors from whom they receive their funding by industry levies.

The individual RDC's face similar challenges of how they undertake effective and efficient extension programs to get widespread adoption of their recommendations. This means continual replication of identifying and attempting to engage the appropriate recipients.

Where commercial partners participate in R&D programs uptake of technology may be more efficient due to comprehensive networks and a commercial approach to marketing. However with this mode of extension the people selling the new technology may have a vested interest in its adoption that may not necessarily be in the best interest of the farmer's needs.

Specific extension programs funded by specific R.D.C.'s to promote the uptake of technology on behalf of their industry are often prescriptive as to who are their target recipients. A wool industry funded program may exclude fat lamb producers from participating in their extension program. This is an inherent problem due to the silo approach to funding research and development.

A fresh approach to extension may be to have structured a nation wide facilitated **extension-learning group network model ©** – previously described, as a vehicle designed to enable effective and efficient delivery of new information/learning from a diversity of sources including research driven organisations

3. compartmentalised government policy silos, uncoordinated implementation of policies

The Draft Inquiry Report acknowledges the existence of policy silos expresses the need for a greater level of coordination between policy areas to achieve holistic solutions and the best outcomes.

The wellbeing of farmers during drought directly affects their performance. Human services' policies are generally charged with looking after people's wellbeing. There is a lack of coordination of how agricultural climate change policies work in an effective way with those of Human Services. Most of the services provided by Human Services in response to drought are reactive in nature, the benefits to individuals are private in nature and there few proactive programs undertaken to show people how to minimise their stress, anxiety and depression.

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The challenge for policy makers is to create apolitical and wise solutions that accurately represent and meet the needs of all stakeholders for the collective good.

2. Social capacity as a driver of performance and productivity

Throughout the draft report there is scant acknowledgement as to how the wellbeing of people in Australia's Primary Industry sector are the key drivers of performance and productivity with little exploration of how extreme climatic variation events severely impact these drivers.

A community of stressed and depressed people struggle to optimise their productivity and are reluctant to step out of their 'comfort zones'.

Despite the obvious extensive drought related social impact investigation conducted by the expert social panel little of their findings are integrated and connected to body of the analysis in the draft report.

The draft report identifies elements of Commission task force's approach - page 157 para1 & Fig 7.1 and sets out objectives to guide agricultural policy measures – inner ring of Fig 7.1 Measures listed could be enhanced by including -'Primary industries specific social capacity building measures'. While rural health and wellbeing is supposedly the domain of Human Services the nature of their services for physical and emotional health are reactive in nature, often out of context and not able to fully comprehend the causative agents of less than optimum wellbeing.

Community education is required in areas of developing self-awareness for managing prolonged stress associated with prolonged drought, coping with trauma and effectively managing the grief associated with change.

In undertaking programs of self-capacity building people will be enabled to feel supported, achieve self-preparedness and self reliance skills. Ultimately they will be more productive and open to change their practices. Such programs would have an attribute of widespread community benefit and be of sound rationale.

Social capacity as a driver of performance and productivity in Australia's Primary Industry sector to be integrated throughout the report and where applicable enshrined in recommendations for policy change being put forward by the Commission task force.

3. Empowering people and their businesses to deal the impact of extreme climatic events as they are being experienced

The draft report provides an astute analysis of the impact that the provision of support to farmers, farming businesses and farm dependant rural small businesses during events of extreme climatic variation impacts on their performance and productivity.

Implementation of the National Drought Policy has failed to enable farmers and their businesses to significantly meet it objectives of attaining 'preparedness and a high degree of self-reliance' for drought situations.

The use of the term support in the draft report appears to imply financial support. It may be a moot point that this perspective of support may be a narrow in its definition and is this really what people and their businesses really wanted? The obvious exception is the provision of limited informational and rural financial counselling support.

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A high proportion of support mainly triggered at periods of defined Exceptional Circumstance declarations has significantly assisted a limited sector who gained financial benefits while those ineligible received little benefit. This has created issues of inequity and potential divisiveness within rural communities.

The termination of financial support to eligible businesses for subsidising interest on debt has a sound rationale. Such financial support does little to enhance the financial health and capacity of businesses and does not have widespread benefits to a broad spectrum of farming businesses.

There is an ongoing assertion through out the report that the provision of financial support at times of drought is a disincentive for people to undertake drought preparedness and be self-reliance for such events. Businesses and their operators do not necessarily premeditate their strategic management decisions to capture the benefits of government drought support. However they do make tactical responses in their decision making to capture the benefits of existing programs of financial support. The key here is to provide leadership and show people and their businesses a different and better way.

It is important to explore what impedes the apparent lack of preparedness for drought and the ability to attain self reliance.

Most businesses and their people who fail to strategically plan for drought, and/or succession, and/or adjustment from agriculture struggle in one or more ways including:

- lack of capacity to undertake such a process,
- fail to find practitioners
 - whom they can develop a trusting relationship,
 - to provide them with leadership
 - to empower them to undertake a pathway of self improvement.
- unable to realise the power of undertaking ongoing learning and professional development as a way of providing impetus for creating personal and business capacity
- lack an understanding of the array of strategies available to them or what questions they need to ask their accountant and/or solicitor,
- inadequate cash resources to engage an appropriate specialist to facilitate the process which may involve utilising and integrating accountancy, legal, financial and family management practitioners to help them to plan and implement such plans.
- engage professionals who don't adequately work with their clients to discover their needs and/or needs of the family
- the capacity of the business and the resources at the disposal of the family and their business are not sufficient to make any strategic plans realise proposed outcomes.
- owners and managers are so caught up in the operational aspects of running their businesses or trying to supplement farm business income with off farm income that they don't have time or make time to undertake effective strategic planning and its implementation

The replacement of Exceptional Circumstance relief payments with the proposed farmer specific Temporary Income Support has sound rationale.

Such measures would provide farming families experiencing domestic viability issues with a financial welfare safety net on the level of Newstart benefits to meet family needs independent of arbitrarily defined drought boundaries. This measure is realistic in that it acknowledges

- the inability of asset rich farm to generate income during periods of drought hence the need for a higher asset threshold than the Newstart allowance
- the need to utilise of liquid asset to a reasonable level before accessing benefits

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- acknowledges that operational management of the business is still required during drought limiting
 - asset caps – combined off farm and farm with a total of \$3.0 million beginning to taper at \$2.0 million
 - idea of mutual responsibility and active case management as proposed will create a degree of ownership in recipients exploring practical solutions to their financial difficulties including :
 - recipients developing and implementing a plan to improve self reliance
 - investigation through independent advise as to the viability of their business
 - a limit to the duration and frequency of recipient being able to source TIS benefits.
 - eligibility being reviewed and plans being monitored and updated.

Active case management of recipients may be enhanced by creating a team with depth of experience and a holistic view of dealing with existing issues being experienced by the recipient.

This team may include a Centrelink Rural specialist, Rural Financial Counsellor and private advisor.

Engage eligible recipients of TIS payments to undertake contracted work to repair ecosystems damaged by inappropriate land use.

With such measures eligible TIS recipients would provide a service utilising their skills and equipment and generate a contract income to create domestic viability. Community landscapes would be a beneficiary and recipient/s would be undertaking meaningful service enhancing their self esteem at a times of stress/despair induced by drought and/or other natural disasters.

Provide facilitated group educational programs during times stress

- provide appropriate mix of accredited and non accredited programs that meet the needs

4. Enable social, financial and productive recovery from extreme climatic variability

Prolonged drought is traumatic and stressful and people and their businesses often struggle to bounce back. Recovery to any down turn whether it be in the general economy or for the individual suffering from anxiety / depression and may be prolonged without some kind of catalyst.. This aspect of the NDP has had little implementation apart from the recent initiative of Professional advice and planning grants.

In the case of UK Foot & Mouth Outbreak total farming communities and a livestock industry was annihilated. Social recovery was the key aspect of the economic recovery in rural communities devastated by total wipe out of productive stock.

At one stage Victoria had a Department of Rural Affairs and its Director Frank McClelland developed recovery strategy able to be rolled out across rural communities in the aftermath of drought, natural disasters or closures of businesses seriously impacting the collective performance and productivity of towns/regions.

Recovery is a key feature of any game plan where people are enabled to regain their sense of balance and a flow on boost to their work performance and ultimately enhanced productivity. Facilitated gatherings with a balance of social and business outcomes would be cost effective means of delivering such a program and would have a sound social rationale.

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A recovery strategy be retain and enshrined in future policy operating with social and business focuses enabling recovery from extreme climatic variability events

5. Equipping Australia's Primary Industries sector with innate capacity

The key to creating innate and sustainable capacity in Australia's Primary Industries sector is by taking a systemic stance and investigating what elements of the system aren't working and what financial and/or structural intervention and/or leadership is required to revamp the system where all components of are performing well to optimise productivity.

Existing fiscal expenditure through National Drought Policy measures and other policy areas is failing to create a viable system where a sustainable return on investment is achieved. The same investment may be prudently invested to create a new and perpetual system that will perform and deliver the necessary capacity.

The evolution of Australia's National Drought Policy has been one of incremental change and rightly so it is destined for overhaul.

Can change to achieve optimum performance be achieved by building on or improving existing policies and their programs or does our thinking need to a complete paradigm shift?

What are the critical flaws in the system that allow Australian farmers to not attain personal and business capacity and allow adjustment away from the industry to flow unmitigated?

What factors inhibit farmers from being resilient, self reliant and prepared to face extreme climatic variability and the emergence of pronounced shifts in long- term climatic patterns?

5.1 Build the skills capacity in rural people

As with secondary industries Australian farmers have a skills deficit. Training is a key aspect of re-skilling Australia depleted workforce and are funded accordingly. The Building Industry for instance has identified the need for training in non-traditional trade skills. They realise the need that the lack of life skills amongst its workforce are the reason for a high attrition rate from the Industry amongst young builders – hence their commitment to running training in 'soft skills'. They have a training program titled Oze-Assist targeted at helping individuals build their self-capacity skills. This need is now acknowledged across all industry sectors.

Farming is such a complex profession and its operators and managers need competence in a multitude of technical, decision making, management, business, financial, self awareness and self family management skills to perform successfully. Farmers firstly struggle to acquire necessary skills and secondly have difficulty in converting 'learnings' into more effective farm management practice. It may take more than offering a Farm Ready funded training programs to coax reluctant learners away from their farms and have training programs reach out to the total spectrum of potential learners.

The key to improving the performance of training outcomes is:

- finding an appropriate training delivery mechanism that is engaging and is relevant to individual farm enterprises
- providing opportunity and encouragement to participate in **acquiring, assimilating and integrating information** relevant to their life and business situations.
- identify and provide those ' at risk farmers'
 - appropriate encouragement, support and a mix of training and professional assistance
 - enable them to make their own decisions especially in the area of effective succession and adjustment planning/training strategies.

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5.2 Creating an effective framework so that extension information and training can effectively flow to the total community of farmers.

A fresh approach to extension and training delivery may be to have structured a nation wide facilitated **extension-learning group network model** © – previously described page 6 as a vehicle designed to enable effective and efficient delivery of new information/learning from a diversity of sources including research driven organizations

5.3 Reshape the role of Rural Financial Counselling into Rural Capacity Building Counselling

- existing focus of financial counselling and those roles defined in Section E page 332 is too narrow
- enhance the skills of the current counsellors so they are multi-disciplined and have the power to effectively facilitate and support change with their clients. The private market currently does not provide this level of integrated service. So many issues RFCs encounter are complex and interlinked and often referral to specialists doesn't achieve effective results because of the myopic view specialists take of understanding how all the contributing factors influence the client's situation and decision making.

5.4 Enhance awareness and utilisation of effective risk management tools

- Financial tools
 - Farm Management Deposits
 - an effective tool, however more farmers need to be made aware of how to effectively utilise its full capacity
 - Superannuation
 - effective tool, however more farmers need to be made aware of how to effectively utilise its full capacity
 - enhance its capacity by building in a redraw attribute
 - Income contingent loans
 - drawn to enable new technologies such as renewable energy production to be introduced as new farm enterprises to compliment incomes streams from existing traditional farming enterprises
 - provide short term loans in times of extreme climatic variability induced business down turn to viable rural farm and rural related small businesses who operate cash flow businesses but don't necessarily have sufficient capital assets to enable loans from traditional lenders.
- Business management strategies
 - alternative land and operational tenure strategies such as leasing and share farming
 - structure of financing options
 - succession management strategies
 - financing retirement
 - structural business entities that preserve perpetuation of the entity but allow the inter generational batten pass to occur in a seem-less manner
 - options for providing for non farming siblings

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5.5 Enhance Research and Development efforts

- Universities and Agricultural Colleges work in conjunction with private enterprise, RDCs and CRCs to fine tune and demonstrate the practical applications and relevance of new technology
- create effective an effective system and pathway for its dissemination and adoption of Research & Development
- Responding to the need
 - agricultural systems including land use, land tenure, business management, production systems
 - operational technologies relevant to increasing capacity to deal with climate change
- foster unique diversification into unique enterprises such as renewable energy production – German model

Reshape policy/s geared to equipping Australia's Primary Industries sector with innate capacity. Develop subsequent programs that achieve the following outcomes :

- ***Build the skills capacity in rural people***
- ***Create an effective framework so that extension information and training can effectively flow to the total community of farmers.***
- ***Reshape the role of Rural Financial Counselling into Rural Capacity Building Counselling***
- ***Enhance awareness and utilisation of effective risk management tools***
- ***Enhance Research and Development efforts***