

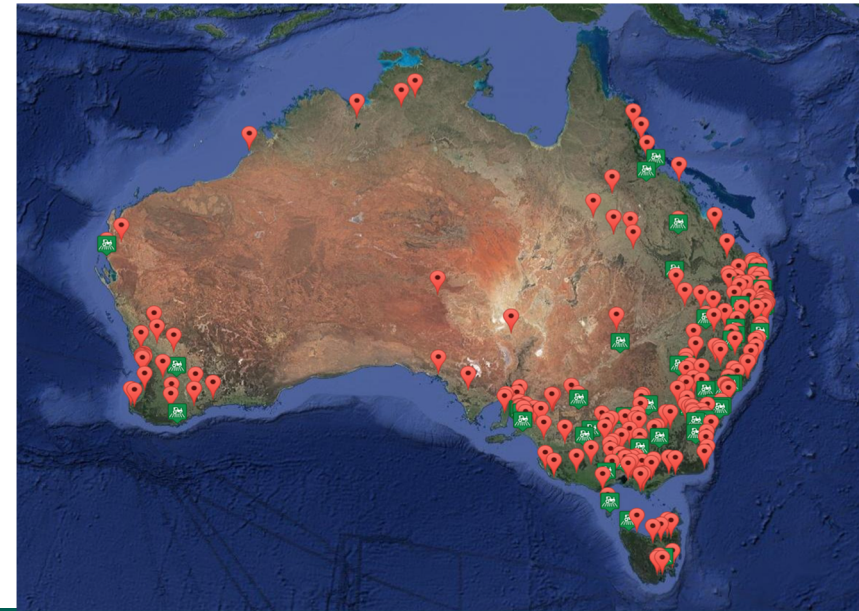


Farm Co-operatives & Collaboration

Pilot Program

Farming together.

**LORRAINE GORDON,
PROGRAM DIRECTOR**



Farming together.



Program objective – so what are we all about.....



Lifting farmer's,
fisher's and
forester's profitability by
boosting collaborative groups
& co-operatives.



What was the criteria?

Projects will be selected based on:

1. The scope and scale of on farm impacts,
2. The legacy of the project (long term impact/capacity building),
3. The development of transferrable knowledge that others can access,
4. Balanced across geographical areas,
5. Balanced across industries, and
6. Ability to be catalytic in nature

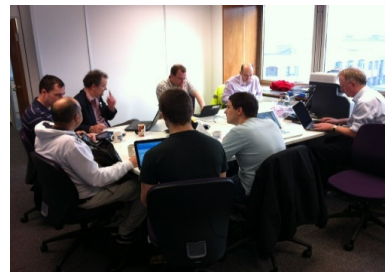
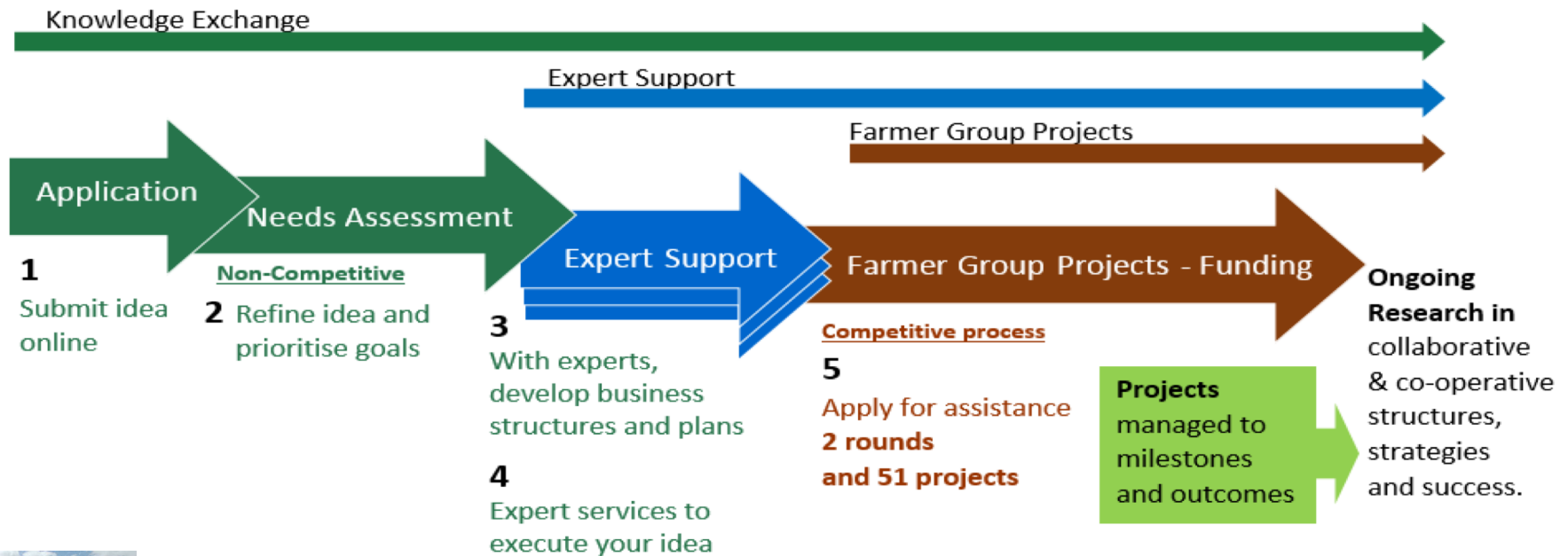




Farm Co-operatives & Collaboration

Pilot Program

How did it work?





Farm Co-operatives & Collaboration

Pilot Program

Expert Support Services given.....

Business structure: legals, governance, board governance

Co-operatives: registration, builder, collaborative systems & processes

Business strategy: planning, proposals, business cases, succession planning, WHS, risk management

Finance: capital raising, CCUs, feasibility, crowdfunding

Logistics: freight, storage logistics, supply chain analysis

Business operations: farm business management

Marketing: provenance branding, ag tourism, international market export

Web: ecommerce, web, platform and apps

Data & Analytics: big data, decision support tools, precision ag, benchmarking

Group negotiation, collaboration, facilitation

Exporting

Mentoring

Food Safety: processing, compliance, quality assurance

Specialist: Agronomy, veterinary etc.



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Farm Co-operatives & Collaboration

Pilot Program

Farmer Funded Projects

- Feasibility studies and strategic plans
- Export trackers
- E-commerce trading platforms and apps
- Cost of production and benchmarking
- Data co-ops
- Provenance branding
- Processing and packaging
- Streamlining freight service's, logistics efficiency and storage
- Planning around water infrastructure and irrigation reform
- Compliance around on-farm processing facilities
- Planning and organisation for export terminals
- Supply chain efficiencies and value-chain traceability
- Capacity building
- Digital agri-technology platforms
- Quality assurance and biosecurity plans
- Community supported agricultural projects



Farming together.



Farm Co-operatives & Collaboration

Pilot Program

Overview	Numbers as at June 2018	KPI over 2 years	Comment
Total applications including individuals and groups	28,500 farmers	2000 farmers	
Total Expert Support	730 groups	100 groups	Comprising of a total of 1155 individual expert services 2.3 million spend
Farmer Group funding	50 groups	15 groups	5.5 million spend
Co-ops supported	224		established, forming or registered
New Co-ops established through the Program	57		2.5 million in coop support and education
Supported other collaborative identities	254		
Cooperative Management and Governance Training provided	94 groups		University of Newcastle Business School and Australian Institute of Management



Farm Co-operatives & Collaboration

Pilot Program

Our Legacy Learning Resources.....

[2 Co-op Video courses](#)

[3 Co-op Builder tools](#)

[Online coop manual](#)

[10 Collaboration Fact Sheets](#)

[2 Business Structure and Planning Guides](#)

[12+ ... Case studies](#)

Farming together.

Two 3hr online video courses + quiz and certification

- Course 1.
Understand collaborative business models, especially co-ops.
- Course 2.
For registered co-ops: establish operations, with business and governance templates, and resources.



The screenshot shows a video player interface. At the top left is the logo for 'Farm Co-operatives & Collaboration Pilot Program'. To the right is a search bar with the text 'Search farmingtogether.com.au' and a magnifying glass icon. Further right is a green button labeled 'Consultants Login'. Below this is a dark green navigation bar with white text links: 'Home', 'About the Program >', 'News & Stories >', 'Learn >', 'Resources >', and 'Contact'. The main video area has a title 'LEGAL MODELS AS VEHICLES' in red text. The video content shows a woman in a red shirt and blue pants standing in a field of corn. Surrounding her are several icons of different vehicles: a tractor, a van, a truck, a semi-trailer truck, and another truck. At the bottom of the video player is a control bar with a play button, a progress bar showing '01:14', and icons for volume, settings, and full screen. Below the video player, there is a text instruction: 'Click the 'Play' button > on the video to begin.' and a green button with a document icon and the text 'Knowledge Check Quiz'.

Three Co-op Builders

- Online tools for 3 types of co-op (For-Profit & 2x NFP)
- Helps build constitution and disclosure docs, ready for registration

Home > About the Program > News & Stories > Learn > **Co-op Builder** > Get In Touch

Build your Co-op


The Farming Together Co-op Builder is a FREE step-by-step tool to help farming groups prepare and understand the legal documents required to form a co-operative in Australia. Simply [register](#) to start using the Co-op Builder.

Before you start

- Choose which of the three types of co-op best suits your purpose. Not sure? Download [How to choose your co-op type](#).
- Develop a basic business plan. Don't have one or not sure? Download [Business planning for co-ops](#).
- Learn more about the co-operative business model with [Farming Together's Understanding Co-ops Online Course](#).

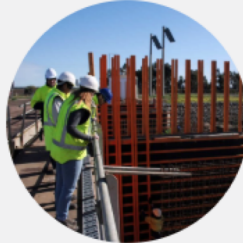
Ready to start now?

Choose your Co-op Builder




Distributing Co-operative

The Co-op Builder guides you to customise both a constitution and a



Non-distributing Co-operative with Shares

The Co-op Builder guides you to



Non-distributing Co-operative without Shares

The Co-op Builder guides you to

Online (and hardcopy) Co-op manual

- Developed with NSW Coops
- A simple user guide for anyone interested in joining or forming a co-op



Co-operative enterprises provide the organisational means ... for humanity to create productive employment, overcome poverty and achieve social integration" Boutros Boutros Ghali

Farming Together supports a range of business models including the co-operative, which is a highly sustainable and collaborative structure. This manual provides valuable background for any existing co-op managers. In partnership with **Co-ops NSW**, Farming Together launched a paper version of this second edition at our 2017 National Forum and we are proud to have enabled the

Manual Overview

1. Introduction
2. Who should read this manual
3. Disclaimer
4. Document Control

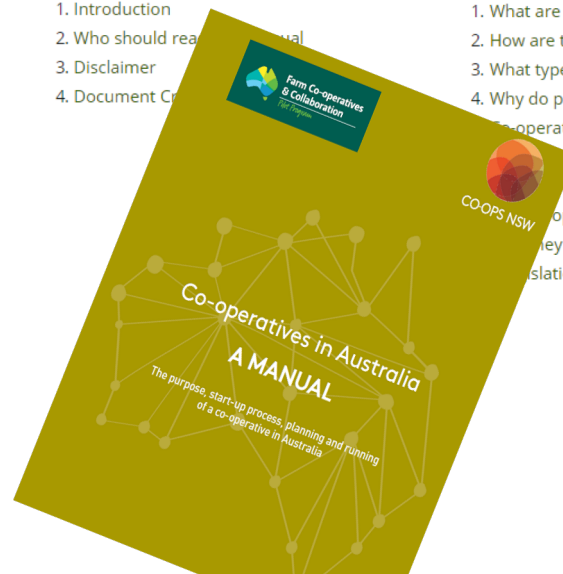
1: Understanding Co-operatives

1. What are co-operatives?
2. How are they different to other businesses and organisations?
3. What types of co-operatives are there in Australia?
4. Why do people join co-operatives?

Co-operative identity, values and principles
History of co-operatives
Co-operatives today
Why co-operatives succeed
Why co-operatives fail
Legislation

2: Forming a Co-operative

1. Is a co-operative model best for you?
2. Is a co-operative model best for your business?
3. The first steps
4. What is your product or service?
5. What type of structure do you need?
6. Who will be the members?
7. What capital and finance can you get?
8. Meeting the people - initial meetings
9. Can it work? The Feasibility Study and Business Plan
10. Making the rules
11. Drafting the disclosure statement



10 Collaboration Fact Sheets

- How, when, and why to collaborate, and how to evaluate your efforts

FACTFILE 1: What is collaboration?
How does collaboration work? Collaboration is the different way of working together to get results that Collaborative It demands...

FACTFILE 2: Why collaborate, and why now?
New products and markets...

FACTFILE 3: When to collaborate?

FACTFILE 4: Key elements of collaboration
Collaborations bring knowledge together. Created, often some is no one-size-fits-all when members at main elements of governance structure...

FACTFILE 5: Collaboration - getting going!
Successful collaborations, and research, show that time and effort spent planning, organising and building agreement in the set-up phase are essential for effective structuring and achieving goals. Five steps to help develop a well-structured, well-managed collaboration are outlined below.

FACTFILE 6: Are we ready to collaborate?
Collaborations can bring cross-sector inter-organisation benefits but they create complexity for member organisations. New challenges need to be weighed against business-as-usual. Forming a collaboration does not necessarily solve all the problems...

FACTFILE 7: Managing collaborations
Collaborations need good management, even before the group is formalised. This means the right conditions and strong relationships. For these to develop, a group member needs to take on the role of 'network driver'...

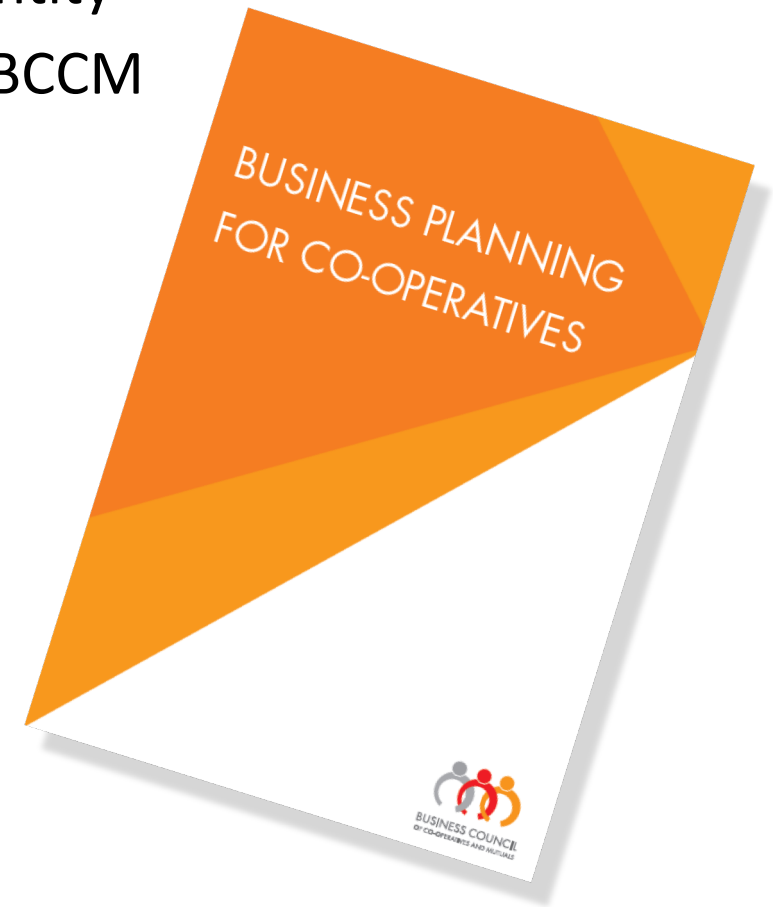
FACTFILE 8: Collaborative leadership
Effective collaboration leadership draws on unique elements of the collaborative process. Leaders set an example for new ways of interacting and are able to tap into members' strengths. This approach differs from 'being in charge' and 'directing', which are the focus of traditional leadership.

FACTFILE 9: Evaluating collaborations
Flexibility, time and resources are needed to evaluate collaborations. Any new business initiative needs to be carefully monitored - to assess the value of changes and investments. New capacities, relationships and styles of work can be given measures at start-up and compared to similar measures once the project is fully operational. Collaboration* evaluation is often longer term than traditional assessment which targets short-term accountability.

What makes a co-operative different?
Agricultural Co-operatives: what's the difference? Economic benefits Co-operative and mutual enterprises (CMEs) contribute to Australia's economy: Eight in 10 Australians are a member of at least one CME (over 100 million members).

Business Guides

- Business structure basics – choosing the right entity
- Business planning for co-ops – developed with BCCM



Collaboration Case studies

Real people,
real stories - solving
problems through
collaboration



Raising negotiation skills for wine producers

Mark Voigt, company secretary of CCW Co-operative, represents almost 600 grape grower members who supply about 200,000 tonnes of wine. CCW Co-op, located in the South Australian Riverland is the largest grape supply co-op [...]



Developing trust in a citrus value chain

The WA citrus industry faced downward price pressures. A large group of small producers were struggling for viability while a few large operators, who dominated the market, embarked on expansion. These investments had the [...]



Relocating oysters for a more sustainable industry

Australian oysters are NSW's largest aquaculture industry, with more than 300 growers and \$35 million in product each year. However, low yield and disease are a permanent risk - for both the native (Sydney [...])



Collaborating for fresh local produce

Building a local brand and collaborating business networks is often difficult for farmers, who rarely have a spare moment due to their own business demands. Distribution costs are sometimes prohibitive for small holders and [...]



Planting the Seeds of Good Business Planning

Plant Varieties Australia is grower owned company with a focus on the intellectual property of plant material. Already running \$8m in domestic berry sales to large supermarkets, the company secured rights to a new [...]



Cleaning up structure and governance

The Liebe Group is an established not-for-profit business supporting WA's mid wheatbelt' region. Established to address concerns of isolation from agricultural R&D, most of the group's 100 members run broad-acre cropping and livestock [...]



Nuts about cross-border co-operating



Australian Bee Keepers - a Hive of Activity



Developing supply strength with solid legal contracts



Our Economic impact

In the first 12 months of operation, from a \$9.21 million investment, the FTP generated \$20.45 million of value-add to production, \$14.3 million in household income, and 131 full-time equivalent jobs.

Economic Impact Study – Western Research Institute Ltd



Program objective – so what are we all about.....



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