



Northern
Territory
Government

DEPARTMENT OF RESOURCES

Projects and Partnerships

A Strategy for Guiding Public Sector Extension
in Primary Industries in the Northern Territory
(2010–2015)



**growing the
Territory**

A Territory Government initiative

Projects and Partnerships:

“Projects and Partnerships” emerged from two key issues that this Strategy addresses:

- 1) The need for extension projects in the Northern Territory (NT) that focus staff efforts, industry attention and limited resources on priority issues for primary industries.
- 2) The need for NT public sector extension services to develop effective partnerships that support innovation and the efficient delivery of capacity-building extension activities to clients.

Authors:

Austin McLennan and Stuart Smith (Northern Territory Department of Resources)

Copyright ©: Northern Territory Government, December 2010

This work is copyright. Except as permitted under the Copyright Act 1968 (Commonwealth), no part of this publication may be reproduced by any process, electronic or otherwise, without the specific written permission of the copyright owners. Neither may information be stored electronically in any form whatsoever without such permission.

ISBN: 978-0-7245-4744-9

Acknowledgements:

Many people assisted in the preparation of this Strategy, both in the Primary Industries Division of the Northern Territory Department of Resources (DoR) and other organisations. The efforts of Thea Williams, assisted by Alister Trier and Brian Radunz, in developing the original material on which this Strategy document is based, are gratefully acknowledged. Special thanks are due to the Extension Strategy Steering Committee for its contribution and support. Also thanks to Greg Owens and Fergal O’Gara of the NT Agricultural Association (NTAgA), Kate Peake, Tim West and Jan Hintze of the NT Horticultural Association (NTHA) and members of the State Extension Leaders Network (SELN) for their valuable contribution. Assistance on extension policy and strategy from a national and international perspective was also provided by external consultant Dr Jeff Coutts. Group Directors Bob Williams, Scott Wauchope, Christine Long and Andrew Tomkins as well as Neil MacDonald, contributed significantly to the final document. Hassan Bajhau and Jason De Araujo undertook editing and layout.

Extension Strategy Steering Committee Members:

Austin McLennan (Chair), Gabrielle Ellis, Helen Foster, Megan Connelly and Haidee Brown (Plant Industries); Sally Leigo, Trudi Oxley and Arthur Cameron (Pastoral Production); Geoff Walduck, Greg Crawford and Sharon Kearney (Biosecurity and Product Integrity).

Disclaimer:

While all care has been taken to ensure that information contained in this publication is true and correct at the time of publication, changes in circumstances after the time of publication may impact on the accuracy of its information. The Northern Territory of Australia gives no warranty or assurance, and makes no representation as to the accuracy of any information or advice contained in this publication, or that it is suitable for your intended use. You should not rely upon information in this publication for the purpose of making any serious business or investment decisions without obtaining independent and/or professional advice in relation to your particular situation. The Northern Territory of Australia disclaims any liability or responsibility or duty of care towards any person for loss or damage caused by any use of or reliance on the information contained in this publication.

Contents

- Introduction** _____ **1**
 - What is Extension? _____ 1
 - Why an Extension Strategy is needed _____ 1
- Context** _____ **2**
 - Extension in DoR _____ 2
 - National Research, Development and Extension Framework _____ 2
 - Vision _____ 3
 - Aim _____ 3
 - Scope _____ 3
 - Timeframe _____ 3
- Principles** _____ **4**
- Components** _____ **5**
 - Component 1: Determination of the Target Audience _____ 5
 - Component 2: Prioritisation of the Extension Effort _____ 7
 - Component 3: Service Delivery Methods _____ 8
 - Component 4: Project Management, Reporting and Evaluation _____ 9
 - Component 5: Ensuring Professionalism in Extension _____ 10
- Implementation** _____ **12**
- Appendix 1: Communications Partnership Agreement and Strategy** _____ **13**

Introduction

What is Extension?

“Extension is the process of enabling change in individuals, communities and industries”¹

Extension refers to a suite of outreach activities covering the engagement of government with primary industries. Extension enables and facilitates regional and industry development, agricultural sustainability and biosecurity protection by anticipating challenges and barriers to industry development and helping to overcome them by providing targeted information and training.

Extension enables practice change and builds capacity in individuals, industry and communities, in part through good communication and information flow between industry, the Department of Resources (DoR) and community stakeholders. This is central to achieving a strong alignment between industry and community aspirations, government objectives, and on-the-ground programs and projects.

Why an Extension Strategy is needed

The purpose of this Strategy is to direct investment in extension activities to ensure maximum impact in driving innovation, economic competitiveness and understanding of legislative requirements and obligations within the NT agricultural sector. This Strategy provides an overall framework for planning and evaluating DoR extension activities at various levels, starting from industry, to issue, to project.

The primary industries landscape and traditional government extension activities have been moving through a process of rapid change, both in available resources and technology. Technology in agriculture has changed and farmers have improved their knowledge and sophistication. The ability to access information has increased significantly over the last 30 years. Small family farms are declining in number and large corporate enterprises are increasing. All these changes affect the way extension is delivered. Extension is still an important part of the agricultural landscape, as a well-informed, trained and productive farming sector is fundamental and critical to the well being of all Australians. Through this Strategy, DoR will target extension by taking into account these changes while striving to achieve government objectives.

This Strategy will aim to:

- Integrate extension activities with the National Research, Development and Extension Framework and existing Northern Territory Government policies on regional and industry development.
- Better integrate extension with DoR’s research, development and regulatory activities to utilise resources more efficiently.
- Increase the probability of attracting new resources for extension delivery activities.
- Foster a well led, positive and professional work environment for DoR staff.
- Create opportunities to cooperate with industry to tailor extension activities to better meet their needs.
- Strengthen accountability and reporting of impacts of extension activities.

¹ State Extension Leaders Network (SELN) (2006). *Enabling Change in Rural and Regional Australia: The role of extension in achieving sustainable and productive futures*. Online resource: www.seln.org.au.

Context

Extension in DoR

The Vision of DoR's Corporate Plan (2010-2013) is:

"A flourishing economy underpinned by profitable and sustainable resource-based industries."

DoR will achieve this, in part, by *"Providing targeted extension services"*.

Although DoR has designated extension officers, extension is not separate from other departmental activities. It cuts across all areas where DoR engages with people in primary industries enterprises and helps them to develop their skills, knowledge and capacity.

Each of the four Groups within the Primary Industries Division (Pastoral Production, Plant Industries, Biosecurity and Product Integrity, and Policy and Services) has an extension role.

- Pastoral Production and Plant Industries staff have a primary role in communicating and facilitating the uptake of innovation relevant to sustainable industry development.
- The role of Biosecurity and Product Integrity field staff is more regulatory in nature. However, extension plays an important role in facilitating compliance with regulatory regimes by educating and informing end-users of these requirements, as well as by alerting industry to biosecurity threats and the need for vigilance. Extension also plays a role in facilitating for industry ways to create and implement its own biosecurity plans, through both industry and government investment.
- The Policy and Services Group produces extension information and provides specialist information services to support professional and technical extension staff.

National Research, Development and Extension Framework

This Strategy aligns with the National Research, Development and Extension Framework for Primary Industries. This framework proposes national and regional centres of research, where capability is strongest, together with local development, adaptation and extension.

Related to this, during a Northern Ministers Forum on 23 April 2010, Chief Executives of Western Australian, Queensland and Northern Territory primary industries agencies signed a Memorandum of Understanding (MoU) – *Cross-Jurisdictional Collaboration Principles for Agriculture across Northern Australia*. The signing agencies were: (a) the Western Australian Agriculture Authority/Department of Agriculture and Food; (b) the Queensland Department of Employment, Economic Development and Innovation, represented by the Queensland Agriculture, Food and Tourism agency; and (c) the NT Department of Resources. The MoU aims to formalise collaboration arrangements in the areas of best available extension practice.

Vision, Aim, Scope and Timeframe

Vision

“A professional, innovative and effective primary industries extension group recognised by staff, collaborators and the industries we serve, and the broader extension profession.”

Aim

“To sustainably develop NT primary industries by building human capacity to develop new ways of achieving profitable production, environmental sustainability and biosecurity protection.”

Scope

This is an overall strategy for guiding the extension-related activities of staff across the Primary Industries Division within DoR.

Briefly, this Strategy:

- Focuses on key organisational issues that will enable the Primary Industries Division to direct its extension activities towards areas with the greatest return on investment.
- Puts the responsibility for developing specific extension priorities, plans, projects and project management processes to address key industries and issues on the relevant Groups.
- Allows each Group to develop its own approach and procedures for allocating staff, financial and physical assets and other resources to extension activities.

Timeframe

This Strategy is current for five years from 2010 to 2015 with a review annually in September if deemed necessary.

Principles

Guiding principles for extension are the fundamental elements of this Strategy, which are:

- Extension is the interface between the Primary Industries Division and industry.
- The industry community includes the Primary Industries Division as an equal partner.
- Clients are clearly identified and relationship management plans are developed.
- Extension activities are to focus on outcomes for primary industry enterprises that deliver maximum community benefit.
- The understanding of client groups will be checked by empirical data (not assumed).
- Information is available in a format appropriate for particular client groups.
- Extension programs/activities will be developed using appropriate learning strategies and processes.
- Efficient and effective extension should utilise appropriate delivery processes.
- The need for extension projects/programs/activities will be researched prior to making a decision on whether they should be undertaken.
- An agreed extension approach is built into each program/project at the planning stage.
- Exit strategies will be allowed for and accepted throughout the life of a project if and when appropriate.
- Primary Industries extension will be delivered by appropriately trained staff.
- Primary Industries extension staff will be employed at an appropriate level.
- Monitoring, evaluation and demonstration of the impact of the extension will be ongoing and comprehensive.
- There will be consistency in advice for which extension staff will be individually and collectively accountable.

Components

This Strategy has five components, each of which addresses a different aspect of delivering strategic extension activities. They are:

1. Determination of the target audience.
2. Prioritisation of extension effort.
3. Service delivery methods.
4. Project management, reporting and evaluation.
5. Ensuring professionalism in extension.

Component 1: Determination of the Target Audience

Being able to identify and work with the right client base is critical to an effective extension effort. Table 1A shows the broad segments of client groups in the NT.

Table 1A. Client groups in the NT

Client Group	Examples
Enterprises that are driving economic growth in primary production in the food, fodder, fibre, forestry and/or amenity horticulture products in the NT.	Cattle producers, horticultural producers, timber companies, nurseries and corporate agribusiness enterprises.
Enterprises that contribute to the value-adding chain of NT-produced food, fodder, fibre, forestry and/or amenity horticulture products.	Fruit packing sheds, wholesalers and retailers, exporters, transport companies and vertically-integrated companies.
Industry affiliated associations which represent the various segments of primary producers.	National peak bodies – Meat and Livestock Australia, Horticulture Australia Limited, Grains Research and Development Corporation and the Rural Industries Research and Development Corporation. NT bodies. – NT Horticultural, Agricultural, Cattlemen's and Livestock Exporters Associations and others. Regional bodies – local associations.
Service providers to NT primary producers.	Farm management consultants, input suppliers, such as chemical resellers, carton companies and others.
Community-based enterprises seeking to develop primary production systems and value chains.	Indigenous community horticulture or livestock-based enterprises, community gardens and farmers' market groups.
The broader NT community involved in the growing and care of plants and animals relevant to the NT commercial agricultural sector.	The general public, especially where relevant to farm and food safety, animal welfare, natural resource management and freedom from exotic pests and diseases.
Government sector.	Australian and NT Government agencies, Local Government Shires.

In line with the DoR corporate vision of profitable and sustainable industries, it is important to target those partners who will have significant impact on the NT economy, and who are willing to collaborate and take action with the Primary Industries Division for positive change i.e. those that have “*the will to, the want to and the means to*”. Part of this will be to maintain accurate and relevant industry records to enable informed decision-making.

A strategy involving minimal investment also needs to be implemented to address the groups that fall outside of the targeted investment area, such as non-commercial or small enterprise clients.

Desired Outcomes

- **The target audience is identified for the most impact, given the resources available.**
- **All information users are catered for at an appropriate level.**

Table 1B. Strategic actions/determination of the target audience

No	Actions	Responsibility	Timeframe
1.1	Gather and maintain industry analysis data such as area of production, volumes and values, economic impact for the NT and Australia, strategic plans and research, development and extension investment plans and corporate values.	Policy and Services Group to coordinate data across all Groups in Primary Industries Division	Annually
1.2	Analyse the targeted audience for extension effort within each Group on the basis of a documented process.	All Groups in Primary Industries Division	Every three years or as required
1.3	Communicate outcomes from target audience segments to stakeholders.	DoR supported by all Groups in Primary Industries Division	Annually

Component 2: Prioritisation of the Extension Effort

The level of available resources in business and government enterprises is always a limiting factor. Therefore, it is critical to establish a clear strategic plan and prioritise activities within the plan to achieve the greatest value from the investment.

Once targeted clients have been identified, further analysis of the value-adding chain (production through to consumer and community) will identify and prioritise critical action points. The skills, capacity and resources within DoR can then be deployed to work on these critical points for maximum impact and greatest outreach.

The engagement of industry, especially industry leaders and industry associations, at this stage of the process is essential to ensure alignment of extension efforts with priority industry needs. This will facilitate industry involvement and engagement in other departmental programs. Capitalising on synergies in the extension effort across the Primary Industries Division, between government agencies and with other Industry organisations is important to demonstrate a united effort for primary industry development and to maintain efficient programs.

Desired Outcome

- **Extension is targeted to maximise return on investment to industry and government in an economic, social and environmental sense.**

Table 2. Strategic actions - prioritisation of the extension effort

No	Action	Responsibility	Timeframe
2.1	In collaboration with identified partners, analyse the value-adding chain and identify critical action points for DoR investment.	All Groups	Every three to five years or as required
2.2	Identify and collaborate with partner organisations to add positive value to the program.	All Groups	Every three to five years or as required
2.3	Annually determine and review priority extension issues and allocate adequate resources to address these issues.	All Groups	Finalised by April each year for budgetary purposes
2.4	Identify and review common extension themes across industries.	Group Extension Leaders through the publication of the Annual Extension Report	Annually
2.5	Communicate extension priorities to stakeholders.	Strategic Extension Group	Annually

Component 3: Service Delivery Methods

Historically, the principal extension delivery method was one-to-one advice to producers on farm. This was effective, but expensive.

Extension delivery methods have evolved into a number of variants, ranging from development and delivery of information in a range of formats from the Internet to field days, programmed learning after thorough training needs analysis, and facilitated groups where farmers gather and discuss issues, set group goals and achieve them in a self-directed manner. Training courses have been very popular in the agricultural community, especially with Australian Government support through programs such as FarmBis and FarmReady. One-to-one consulting or mentoring will still be an important delivery method, provided that satisfactory return on investment can be demonstrated.

Extension techniques employed in the NT must be appropriate for local conditions. That is, it must reflect the scale of the issue being addressed and the resources available. The method used will be determined by the issue and the clients.

The Communications Partnership Agreement and Strategy between DoR, NTHA and NTAga (Appendix 1) is an example of how this might be planned for a specific client base.

Desired Outcomes

- **Extension delivery methods are tailored to specific client groups for maximum benefit.**
- **DoR delivers valuable extension resources/activities for clients.**
- **New delivery technology is used for maximum benefit.**

Table 3. Strategic actions/service delivery methods

No	Actions	Responsibility	Timeframe
3.1	Delivery methods are tailored to project objectives and client needs for each project.	Project Managers	Ongoing
3.2	Current online services are reviewed and opportunities for improvement are identified.	Plant Industries and Pastoral Production Group Extension Leaders	June 2011
3.3	Synergies between online and traditional publication formats are identified and maximised.	Plant Industries and Pastoral Production Group Extension Leaders	Ongoing

Component 4: Project Management, Reporting and Evaluation

This Strategy calls for the rapid implementation of improved project planning for extension in the Primary Industries Division.

A project-based approach to extension will focus the efforts and skills of DoR staff, use resources more efficiently and focus the attention of industry on priority issues. Monitoring, evaluation and reporting of the research and extension efforts within the Primary Industries Division will become more meaningful and transparent.

DoR has guidelines for project planning and implementation, which are suitable for extension activities. They need to be implemented in a disciplined way for extension projects as for other DoR activities. Extension activities also need to be planned with, and form part of, research and development (R&D) projects. This may involve prescription of delivery methods, measurement of adoption and quantifying practice change.

Project evaluation is an important tool in continuous improvement. There is a need to employ methods appropriate to the size and scope of each project. It will be important to select the right targets for each project and to collect data on those targets during the life of the project. Targets may be at every level, from allocating resources to the project, to measuring the adoption of change in the primary industries community.

Desired Outcomes

- **Proper project implementation will deliver transparent results for extension activities.**
- **Improved ability to demonstrate the impact and value of extension.**
- **Clearer direction for staff activities.**

Table 4. Strategic actions, project management, reporting and evaluation

No	Actions	Responsibility	Timeframe
4.1	The principles of project planning are implemented for extension activities.	All extension staff	Immediate and ongoing
4.2	Extension needs within all current and proposed R&D projects are determined and included in project activities and work plans.	Project teams	Within six months of the adoption of this Strategy
4.3	Extension activities required by targeted clients are developed and appropriate teams put in place to deliver them.	Project teams	As required
4.4	Current service delivery to non-commercial and/or small-enterprise clients is evaluated and projects are developed to effectively deal with this sector.	Extension Leaders and relevant Group Directors	Within six months of the adoption of this Strategy
4.5	Appropriate monitoring and evaluation systems are implemented for all projects that involve extension.	Extension Leaders and relevant Group Heads	Within six months of the adoption of this Strategy
4.6	Extension service outputs and achievements are reported annually to government and industry in an agreed format.	Plant Industries and Pastoral Production Group Extension Leaders	Annually

Component 5: Ensuring Professionalism in Extension

The following recommendations will strengthen the leadership and coordination of extension within DoR. Without professional, innovative and outcome-focused leadership, most of the recommendations proposed here are unlikely to deliver benefits.

It is acknowledged that the number of DoR staff that deal solely with extension is small. It is also a fact that there is a close relationship between research, development and extension functions. This means, in reality, that most staff members are involved in extension to a degree. However, it is also recognised that it is necessary to have Extension Leaders who have a theoretical and practical grounding in extension, who are able to advise and assist all DoR staff on extension to optimise the department's extension effort.

The two Extension Leaders in Plant Industries and Pastoral Production Groups will drive implementation. These positions will be responsible for advising key decision-makers in the Primary Industries Division to ensure extension efforts are supported. They will also have the role of coordinating the professional development of extension staff and facilitating their partnership with local, national and international extension networks.

For example, effective partnerships with interstate agencies and the private sector are essential for the delivery of effective extension services as:

- No single individual or organisation has the capacity to deliver the innovations needed to keep our primary industries sector vibrant and competitive.
- There are a growing number of effective private sector providers of extension services that are better placed to deliver those services directly to end-users than government.
- The NT has a relatively small industry base and population and a limited pool of local experts; therefore it needs to access external experts and expertise in order to stay abreast of the latest knowledge and innovations.

A Strategic Extension Group will drive internal system improvements to improve DoR's client focus and ability to deliver and evaluate extension activities. The two Extension Leaders from Plant Industries and Pastoral Production Groups, together with senior officers from the Biosecurity and Product Integrity and Policy and Services Groups will provide a forum for addressing communication/extension and coordination issues.

Desired Outcomes

- **Improved coordination and collaboration in the Primary Industries Division extension effort through strengthened leadership.**
- **Effective partnerships established within government and industry for extension delivery.**
- **Ongoing professional development of extension and technical staff in the Primary Industries Division.**

Table 5. Strategic actions - ensuring professionalism in extension

No	Action	Responsibility	Timeframe
5.1	Extension Leaders appointed in Plant Industries and Pastoral Production Groups.	Director Plant Industries Director Pastoral Production Executive Director Primary Industries	January 2011
5.2	Establish Strategic Extension Group to address cross-Group, regional and interstate collaboration issues.	Extension Leaders	February 2011
5.3	Actively position NT staff in relevant national extension networks.	Plant Industries and Pastoral Production Extension Leaders	Ongoing
5.4	Partner with industry leaders throughout the value-adding chain for improved delivery of extension activities.	Extension Leaders	Ongoing, as part of project planning
5.5	Deliver in-house extension skills training for staff.	Strategic Extension Group	Ongoing
5.6	Encourage postgraduate studies in extension.	Plant Industries and Pastoral Production Extension Leaders	Ongoing
5.7	Encourage active participation of staff in professional networks or organisations.	Plant Industries and Pastoral Production Extension Leaders	Ongoing
5.8	Utilise internal and external expertise to develop technical skills, knowledge and credibility of extension staff.	Plant Industries and Pastoral Production Extension Leaders	Ongoing
5.9	Conduct an annual workshop for extension staff to present results to peers, plan future activities and develop cohesion in the extension team.	Plant Industries and Pastoral Production Extension Leaders	Annually in June

Implementation

The five components, desired outcomes and strategic actions form the operational core of this Strategy. Components are not in any priority order because none is more or less important than another.

The Strategic Extension Group will supervise and lead reporting on the implementation of this Strategy. Strategic actions have been devised for each component of this Strategy and the responsibility for implementing each has been clearly defined.

Group business plans will detail the steps necessary to put the strategic actions into practice. This Strategy informs business planning, which will cascade through other planning and scheduling processes, including staff performance management, leading to positive and strategic extension activities.

Appendix 1: Communications Partnership Agreement and Strategy

Between: NT Horticultural Association (NTHA), NT Agricultural Association (NTAgA) and Primary Industries Division

Objective: To establish agreed communication pathways to improve service provision and to ensure transparency in communications.

STRATEGIES

1. Face-to-face communications

	Who	When	Methods/actions/roles		Notes
Desired outcome	Association Audience	Target	Associations	Primary Industries Division	
A Plant Industries Group representative at NTHA meetings, when invited by NTHA.	NTHA EO and Board.	As required.	NTHA to invite representative through the Director Plant Industries (DirPI) at least two weeks prior to each meeting (by email).	DirPI to advise NTHA of representative (by email).	Primary Industries Division will lend videoconference facilities to NTHA. Primary Industries will provide a person at Katherine and Darwin meetings to set up as required.
A Plant Industries Group representative at every NTAgA meeting.	NTAgA officers and Board.	Quarterly	NTAgA to invite representative through DirPI at least two weeks prior to each meeting (by email).	DirPI to advise NTAgA of representative (by email).	Attendance has been regular to date so good relationships have been established.
DirPI meeting regularly with NTHA, NTAgA EOs and Presidents.	EOs and Presidents of NTAgA and NTHA.	At least every two months.	To advise of/suggest suitable opportunities as they arise (e.g. due to opportunities created by travel) (by email).	To advise of/suggest suitable opportunities as they arise. To respond to invitations (by email).	EDPI and other Primary Industries Division staff may be involved.

Desired Outcome	Who	When	Methods/Actions/Roles		Notes
	Association Audience	Target	Associations	Primary Industries Division	
Encourage NTHA, NTAga representatives on selection panels for key/relevant positions in Primary Industries.	NTHA EO and Board NTAgA officers and Board.	As required.	To respond to invitations in writing.	To identify positions that will have strong interactions with Associations and to invite nominations (by email to EOs).	This assists Association Members to understand DoR operations.
Face-to-face meetings with Association Members	Association Members.	As required.	To suggest opportunities to discuss. To identify issues as they arise. To notify DirPI of issues identified/emerging in writing.	To arrange the meetings, field days, training with relevant people, as needs are identified or arise.	Part of the regular business of the Primary Industries Division; includes field days and training.
Joint DoR / Association project teams deliver on joint project outcomes	Project team and industry co-operators	As required	Project team meetings, regular communication and review.	Project team meetings, regular communication and review.	Milestone reports to go to Association and DoR leaders.
Face-to-face meetings with Minister for Primary Industry.	EOs and Presidents of NTAga and NTHA.	Annually, or as required.	To identify issues of common interest on which advice is sought. To provide issues to the Minister's office (by letter to Minister).	To facilitate meeting arrangements with relevant people invited to attend by Minister's office.	EDPI and other Primary Industries Division staff may be involved.

2. Written communications

Desired Outcome	Who	When	Methods/Actions/Roles		Notes
	Association Audience	Target	Associations	Primary Industries Division	
Industry members are aware of new Agnotes and updates to Agnotes, Technotes and Technical Bulletins as they are published as well as other technical publications of relevance.	EO NTHA NTAgA officers	As required.	NTHA and NTAgA to advise the DirP&S when Newsletters are in preparation (by email) so that information regarding new Agnotes can be provided (see next column).	DirP&S will provide a short article on new and updated Agnotes for each Newsletter of the Associations. This will also advise where documents can be obtained on the Internet.	Once commenced, this will become a regular feature of the Newsletters.
New Agnotes are made available to members through industry offices.	EO NTHA NTAgA officers	As required.	NTHA and NTAgA to provide space in offices for displaying Agnotes of relevance. Associations will need to advise when restocking is needed (by email).	The Primary Industries Division through Policy and Services will establish initial displays in Association offices and maintain those displays in conjunction with officers of the Associations.	This will require some cooperation in maintaining displays.
Plant Industries Newsletters.	Association Members	Quarterly	NTHA and NTAgA to distribute to members through established communications channels.	DirPI will provide copies as required by the Associations.	Some newsletters have been published.
Primary Industries Newsletters, e.g. Katherine Rural Review and Alice Springs Rural Review	Associations and their members	Bi-monthly / Quarterly	NTHA and NTAgA receive print and electronic copy, provide a link on website to relevant publication.	Provide link to online newsletter, mail printed copy to Association and member list, where appropriate/available.	KRR includes regular plant industries updates, including GLM; ASRR horticulture contribution is sporadic.

Desired Outcome	Who	When	Methods/Actions/Roles		Notes
	Association Audience	Target	Associations	Primary Industries Division	
NTHA North Australian Grower Magazine	Association Members	Monthly	NTHA to advise publication deadlines to DirPI.	DirPI to provide one article per month.	May involve other areas of Primary Industries as appropriate.
NT News Regional newspapers, e.g. Rural Page, Katherine Times	All readers	Quarterly	To contribute where relevant.	The Primary Industries Division will seek to provide content through EDPI and Media Manager.	May involve the Minister for Primary Industry.

3. Other Media:

Desired Outcome	Who	When	Methods/Actions/Roles		Notes
	Association Audience	Target	Associations	Primary Industries Division	
Radio – Country Hour	All listeners	Monthly	To contribute to Primary Industries generated stories where relevant.	The Primary Industries Division will seek to provide content through EDPI and Media Manager and will seek contributions from Industry Associations for joint stories/event invitations.	May involve the Minister for Primary Industry.

Desired Outcome	Who	When	Methods/Actions/Roles		Notes
	Association Audience	Target	Associations	Primary Industries Division	
Television – new and editorial material.	All viewers.	Quarterly.	To contribute to Primary Industries Division generated stories where relevant.	To provide content through EDPI and Media Manager and seek contributions from Industry Associations for joint stories.	May involve the Minister for Primary Industry.
Primary Industries Division Internet site – all technical publications and other forms of information, such as Knowledge Seminars series, are transferred.	All interested.	Updates as required.	To suggest improvements or advise information sought by members.	Primary Industries Division to seek feedback on site content, through the site itself and grower groups.	This medium has global reach.

Acronyms Used

List	Explanation	Key Contacts:
EO	Executive Officer	See below
NTHA	NT Horticultural Association	Kate Peake Executive Officer T: 8983 3233 E: kate.peake@ntha.com.au
NTAgA	NT Agricultural Association	Fergal O’Gara Principal Project Officer T: 8928 0887 E: fog.ntag@bigpond.com
DirPI	Director Plant Industries	Bob Williams T: 8999 2215 E: bob-c.williams@nt.gov.au
DirP&S	Director Policy and Services	Christine Long T: 8999 2394 E: christine.long@nt.gov.au
EDPI	Executive Director Primary Industries (Primary Industries Division)	Rod Gobbey T: 8951 8100 E: rod.gobbey@nt.gov.au
ASRR	Alice Springs Rural Review	
GLM	Grazing Land Management	
KRR	Katherine Rural Review	