

Investigation into Agriculture in Byron Shire and Action Plan



FARMING INDUSTRY CONSULTATION SUMMARY REPORT

Prepared for: Byron Shire Council Economy and Sustainability Unit

Prepared by: Rose Wright, Managing Director

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e. info@regionality.com.au p. 0438 657 981

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DISCLAIMER

The information contained in this report is intended only to inform and should not be relied upon for future investment or other decisions. It is expected that any investment decisions made using these specific recommendations, will be fully analysed and appropriate due diligence undertaken prior to being made.

In the course of our preparation of this report, recommendations have been made using information and assumptions provided by many sources and from the methodology adopted. The authors and Byron Shire Council accept no responsibility or liability for any errors, omissions or resultant consequences including any loss or damage arising from reliance on the information contained in this report.

► EXECUTIVE SUMMARY

Byron Shire Council engaged Regionality as the consultant to conduct further primary research as part of the Byron Shire agriculture and agribusiness action plan.

The research focused on local farmers; their needs, challenges and opportunities. This work included the development of a framework for regional collaboration and growth in the agricultural and agribusiness sector.

The engagement activities conducted by Regionality attracted healthy numbers of participants, indicating that farmers across the Byron Shire were eager to engage in research that highlighted their needs, challenges and possible future opportunities to continue to preserve and support agricultural practices.

Regionality engaged Byron Shire Council staff in the research process. This connectivity between Council and farmers aided in establishing a thorough understanding of issues faced by both parties. The engagement process with Byron Shire Council consisted of internal meetings and workshops. The engagement process with farmers consisted of an open forum, an industry survey, focus group sessions and one-on-one discussions.

The engagement process highlighted the industry support for the employment of Byron Shire Council's Agriculture (Extension) Officer. Council has already identified this role in Phase 2 (Part A).

The establishment of an industry-based agricultural cluster group, identified by Council in Phase 1 (part D) was also highlighted and supported by industry at various times throughout the engagement process.

Throughout the engagement process, Regionality identified the challenge faced by Byron Shire Council in considering compliance applications for farmers looking at options to diversify on farm in addition to primary production. Regionality presented a multifunctional farming framework to Byron Shire Council and the Northern Rivers Joint Organisation planning members as a solution.

► ACKNOWLEDGEMENT

Regionality Pty Ltd would like to thank the 150 community members who contributed both their time and thoughts in the gathering of the information contained herein. Their contribution was invaluable.

► BACKGROUND AND CONTEXT

Byron Shire Council resolved to undertake a multiphase approach to developing the agriculture and agribusiness sectors. Regionality was commissioned to undertake Part C of the project, which used the data and information collated in Part A and B of Phase One.

Part A provided context for subsequent phases and is summarised as follows:

Top Line Economic Facts:

- From 2010/11 to 2015/16 Byron Shire has dropped \$9.6 million dollars worth of agricultural sales (from \$112.7 million to \$103.1 million).
- Top three industries to lose sales are:
 - **Nuts - just over \$7 million**
 - **Nurseries and cut flowers - almost \$3 million**
 - **Other fruit - almost \$2 million.**
- The only two industries to increase sales were milk and vegetables - almost \$1 million each
- Byron Shire lost more agricultural businesses than any other industry between 2012-16
- Construction, Health Care & Social Assistance added 130 businesses for the same period
- Byron Shire has 3% fewer agricultural workers than our Northern Rivers neighbours
- Agriculture lost around 50 jobs in the sector between 2010/11 and 2015/16
- Key economic indicators for agriculture - jobs, businesses, sales and dollar value – all indicate a shrinking agricultural sector in Byron Shire

► OVERVIEW OF RESEARCH

The aim of this research is to conduct primary research engaging with and focusing on the different types of farmers in Byron Shire, their needs, challenges and opportunities.

Output: Develop a framework for regional collaboration and growth in the agricultural and agribusiness sector and the production to consumption value chain.

And to recruit and engage with a cross section of farmers and strategic partners, identify opportunities, challenges, and gaps in terms of achieving the strategic aims as identified in Council strategies.

► METHODOLOGY

Regionality designed an engagement process that recruited and engaged with a cross section of farmers and stakeholders to identify opportunities, challenges and issues that would assist in the development of a framework for regional collaboration and growth.

The discovery process aimed to:

- Better understand supply, demand and challenges and opportunities for agriculture and agribusiness sector
- Review options for a provenance framework and its role as a foundation
- Explore options for a framework for collaboration across the region and across the production to consumption value chain
- Identify clear goals and how to achieve them
- Identify what Council does well and what needs to improve.

The engagement process provided many options for stakeholders to interact, provide input and share ideas, concerns and stories that informed the report. These are outlined below:

What	Who	When
Inception Meeting	Byron Shire Council planning and economy and sustainability staff	02 Feb 2018
Eureka Farmers Forum	55 farmers and agribusinesses	04 April 2018
Agriculture Survey	57 respondents	08 April 2018
Two focus group sessions	14 participants	26 April 2018
One on one discussions	10 farmers	April/May 2018
Internal Byron Shire Council Workshop	5 staff	07 May 2018
Strategic Business panel presentation and workshop		09 May 2018
Finalise Report		31 May 2018

► FINDINGS

The engagement with industry stakeholders was broad however the conversation was quite focused. The aim was to identify and explore the key challenges and opportunities faced by the sectors. Given the diversity of production in the region, the approach was directed at breaking down challenges and opportunities across the production to consumption value chain. The following is a summary table that highlights the challenges and opportunities, some of which stem from policy, process and regulation of government while others have arisen due to fragmentation and dysfunction across the farming system and market failure.

Better understand supply, demand and challenges and opportunities for agriculture and agribusiness sector				
Context	Supply Side Challenges	Supply Side Opportunities	Demand Side Challenges	Demand Side Opportunities
Off farm or external factors	<p>Land use conflict impacting on agriculture productivity and farm management.</p> <p>Land access, tenure, cost - limiting scalability and therefore viability in tradition supply chain model. Regulation restricting innovation.</p> <p>Infrastructure decline /gaps e.g. road access/transport.</p> <p>Mobile & Internet coverage</p>	<p>Improved mapping and identification of various production and environmental zones</p> <p>Access to consumption data and productive capacity information to inform productivity</p> <p>Multifunctional farming opportunities to add value and better utilise spare capacity</p>	<p>Production – Seasonality, knowledge gap, information of what is grown and what can be grown, when, where and how it can be sourced or accessed</p>	<p>Consumer demand for products with Byron provenance. Tapping into these markets and creating a food system to support</p>
On farm factors	<p>Access to labour. Farmers' age. Rural residential & non-farming land owners restricting farm operations</p> <p>Limited housing to support workers</p>	<p>Increasing production to meet demand</p> <p>Diversifying production/ extending seasons.</p> <p>Share farming.</p> <p>Utilising spare capacity.</p> <p>Regional short supply chain development</p>	<p>No network or hub to access to farmers and produce. Trading and distribution across sectors is too hard!</p> <p>Limited production and seasonality</p>	<p>Farm based experiences and sales Agritourism</p>

Report Summary

Better understand supply, demand and challenges and opportunities for agriculture and agribusiness sector				
Context	Supply Side Challenges	Supply Side Opportunities	Demand Side Challenges	Demand Side Opportunities
Collaborate & value chain	Silo or sectoral approach. Access to knowledge & information on what to grow, for whom and how to access the buyers. Better understanding how to collaborate outside their sector	Education & collaboration of farmers	Connectivity, technology, telecommunications, access, information, distribution	Gathering consumption data & regional demand Developing consumer knowledge of local food
	Limited market access and distribution Cost of doing business in Byron Shire	Developing regional supply & distribution Farm to Plate value chain development	Market access – Limited, distribution challenges, hub	Collaboration across value chain (leveraging consumer facing sectors): Digital technology / market place / physical hub. Value proposition / quality / fresher / better
	No provenance/brand for Byron Shire to leverage return on investment (ROI) in reputation	High value products / Byron / Northern Rivers return on investment Provenance system	Consumers – Awareness, ignorant Provenance – Integrity, authenticity, brand, identifiable	Health & wellness , organics, vegan, ethical. Byron Brand /reputation & Provenance . Value added food Storytelling to build Unique Selling Proposition. Connecting to tourism / food experience

Review options for a provenance framework and its role as a foundation	
Context	Identification of a provenance framework
	<ul style="list-style-type: none"> • Farmers questioned the integrity of the 'Byron' brand. • Opportunity to develop a provenance framework. • Accreditation and branding. • Consumer education to value local produce. • Preservation of agricultural land / valuing the farmer.
Context	The role of provenance framework as a foundation
	<ul style="list-style-type: none"> • Desire for the Byron Shire agri-food industry to drive their own industry network. • Ignite storytelling around food and farming. • Support young farmers and ageing farmers (mentorship).
Explore options for a framework for collaboration across the region and across the production to consumption value chain	
Context	Identification for a framework for collaboration across the region and the production to consumption value chain
	<ul style="list-style-type: none"> • Desire to share physical and knowledge-based resources. • Consideration of cooperative models. • Reduction of food miles. • Byron Shire Council Agricultural Officer to be a link between Council and Industry. • Models for share farming agreements / lease tenure. Restrictions on local market accessibility. • Lack of understanding of what can and can't be done on farm (clarity around secondary dwellings, ezones, development application process etc)
Context	Implementation of a collaboration framework
	<ul style="list-style-type: none"> • Desire for a localised food system approach (i.e. cooperative / hub / collaborative model) including distribution chains. • Farmer to chef connectivity. • Education for consumers to support local. • Support for an industry-based networking/reference group. • Desire to liaise with Byron Shire Council's Agricultural Officer. • Partner with Northern Rivers Joint Organisation to investigate a regional collaboration for the pilot and a planning reform options paper for NSW Government following the pilot program

What do Byron Shire Council does well and what needs to improve?

Summary of key challenges for Byron Shire Council:

Industry receives that there is **poor communication, internal systems & processes**
 Regulation is a challenge and the continual State v Local is exacerbated by Byron Shire Council interpretation
 Byron Shire Council's culture & language – attitude towards farming sector
 There is no long term vision – leadership/advocacy for agriculture within Byron Shire Council
 In short, agriculture does not feel valued or have a voice within Byron Shire Council
 They are frustrated by red tape and feel like there is a hidden agenda
 Tourism and big agribusiness dominate the agenda and conversation
 There is a lack of trust for Byron Shire Council as the rhetoric does not equate to action and each department approaches it differently

Positive Action Items for Byron Shire Council:

1. Change the narrative and language – recognize importance of agriculture in communication and in action and approach.
2. Invest in a dedicated role to advocate within and become a trusted conduit for agriculture sector
3. Create a formal conduit for communication between agriculture and Byron Shire Council
4. Review processes and strategies to secure future of agriculture
5. Protect agricultural land, ensure development is appropriate size and scale and LINKED to production. (Multifunctional Farming Policy and Planning Framework)
6. Improve the accuracy of land use and environmental mapping and engage with owners
7. Reform processes and systems to make it easier to do business with Byron Shire Council

What agricultural and agribusiness goals should we aspire to in Byron Shire and how would we achieve them?

Develop a joint action plan for agriculture with Byron Shire Council to address challenges and opportunities

1. Establish a network for agriculture to access to drive implementation of the plan in partnership with Byron Shire Council
2. Develop innovation pathways / knowledge sharing and mentoring
3. Invest in value chain development and regional distribution to overcome silo sectoral approach
4. Develop a regional food system to create new pathway to market
5. Facilitate and encourage access to productive land with viable tenure to support new farmers and expanding production
6. Owning, protecting and developing Byron Brand /Northern Rivers
7. Land use conflict matters
8. Work force issues

► SUMMARY OF RECOMMENDATIONS

1	Improve Council's approach to, understanding of and communication with the sector by employing an Agricultural Officer to act as a conduit between the sector and Council
1.1	Recruit an officer that is: <ul style="list-style-type: none"> • Empathetic towards rural sector (this is not an academic, bureaucratic or agronomist role) • Excellent communication and networking capacity • Strategic thinker (able to make connections with all types of farmers throughout the Byron Shire) • Facilitation, connectivity and translation role
1.2	Establish an agricultural reference group that is representative of local industry to work with the new Agricultural Officer (refer to 2.1.1 reference group members to be drawn from agricultural cluster group)
1.3	Identify a staff member within planning department that understands and specialises in agricultural sector to improve planning processes
1.4	Review internal policies and processes across relevant departments to ensure consistency in communication and support for agriculture
2	Encourage better Agriculture Industry collaboration and communication
2.1	Build upon the momentum and goodwill created through industry engagement during the development of this report by:
2.1.1	Supporting the establishment of an agricultural cluster group (ACG)/ network for Byron Shire
2.1.2	Assisting the ACG to develop terms of reference and to continue further engagement and industry buy-in
2.1.3	Work with the ACG to investigate further the development of a Byron brand and provenance framework
2.2	Ensure ongoing communication and collaboration between Council and the ACG to implement the Action Plan.

► SUMMARY OF RECOMMENDATIONS

3	Byron Shire Council (via the Agriculture Officer) to work with the industry sector to address challenges of local agriculture by:
3.1	Developing the Action Plan in partnership with the sector
3.2	Support programs and initiatives that improves:
3.2.1	Viability - by addressing factors caused through market failure by facilitating alternative pathways to market, value chain and short supply chain development
3.2.2	Sustainable use and reuse of land and other resources
3.2.3	Access to land and tenure arrangements through innovative programs to improve utilisation of the region's spare productive capacity
3.2.4	Councils approach to collaboration with industry and community to create a regional food system that supports provenance, consumer awareness and access to regional food
3.2.5	Cross sectoral collaboration by working with other sectors to identify a commercial demand and distribution model to overcome market failure (3.3.1)
4	Establish a Multifunctional Farming Planning Reform Pilot to encourage better utilisation of prime agricultural land for primary production and appropriately scaled value adding activity to improve viability and return on investment for farmers
4.1	Partner with Northern Rivers Joint Organisation to investigate options for regional collaboration to pilot land use planning reforms. Commission an options paper for NSW Government following the pilot program

► APPENDICIES

1. Regionality's Multifunctional Farming Planning Reforms Discussion Paper
2. Inception meeting notes (02 February 2018)
3. Eureka Farmers Forum - 55 farmers and agribusinesses - 04 April 2018
4. Two focus group sessions - 14 participants - 26 April 2018
5. Internal Byron Shire Council workshop - 5 Staff - 07 May 2018
6. Strategic Business Panel presentation and workshop - 09 May 2018
7. Agriculture survey - 57 respondents - 08 April 2018

Inception Meetings



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Report Summary

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1. Inception Meeting: 02 February 2018		
	Discussions	Key Themes
Supply Side	<p>Suggested examples to consider:</p> <ul style="list-style-type: none"> The Farm Share Farming vs Farm Sharing (tax implications depending on structure) The Paddock Project (no approvals gained) Farmer owns the land and shares his land 	<p>Leasing of Plots</p> <p>Land Use planning to consider</p> <p>Land share models and equipment share models, ie coffee and macadamias, cane farmers in the Tweed in harvest time</p> <p>Land ownership and leasing models</p>
	<p>The Flicks (Ewingsdale)</p> <p>DPI doing some work on soil types and what can be grown in the Northern Rivers</p>	<p>Alternative crop options</p>
Distribution	Casino Meat Works: transport cattle to Byron shire to fatten and then return	
Demand Side	Concern raised re: limited access to the regions farmers markets	Restricted access to market
	<p>Agritourism</p> <p>Multi-Functional farming</p> <p>What does the value-add concept look like</p> <p>Retail - roadside stall, The Paddock Project</p>	<p>Range of experiences other than primary produce</p> <p>What are the options for value-add</p>
Barriers and Regulations	Land use conflict	<p>Regionality's proposed</p> <p>Multi-functional Farming Land Use Planning definition:</p> <ul style="list-style-type: none"> • Agritourism - range of experiences • Manufacturing or value-adding - taking a primary product and adding to it • Consolidation - co-operative or packhouse model • Retail - roadside stall, eg The Paddock Project • Size and scale provisions
	Misconceptions of what can be done with your land	Communication from Council to be more consumer friendly

2. Eureka Farmers Forum: 04 April 2018			
	Key Themes from Inception Meeting	Discussions	Key Themes
Supply Side	Land Use Land Share	Land Access: <ul style="list-style-type: none"> Security Affordability Suitability Long Term Tenure 	<ul style="list-style-type: none"> Incentivise landholders of “lifestyle blocks” on prime agricultural land through reduced rates if long term leases are offered to farmers for primary production The development of a long-term lease template to assist farmers seeking suitable farmland Relaxation of secondary dwelling regulations to allow share/lease giving farmers the opportunity to live on the land they are farming
	Alternative Crop Options	Engagement with DPI	The use of Wollongbar Ag Station as demonstration site
Distribution	Restricted Access to Markets	Market Access <ul style="list-style-type: none"> Farmers Market Wholesale Markets On farm revenue (agri-tourism) 	<ul style="list-style-type: none"> Development of a local regional food distribution hub (possibly a virtual one) to link farmers Re visit farmers market policies to allow greater diversity of similar or same produce/product sold. Ensure vendors selling produce have grown the produce Ensure integrity of farmers markets is upheld by developing a regional identify brand ie. “Northern Rivers Produce”, “Byron Region Produce”
Demand Side		Market Access: <ul style="list-style-type: none"> Farmers Market Wholesale Markets On farm revenue (agri-tourism) 	<ul style="list-style-type: none"> Incentivise restaurants to buy local Direct to consumer models such as on-farm sales and Agritourism
Barriers and Regulations		Market Access: <ul style="list-style-type: none"> On farm revenue 	Agri-tourism

2. Eureka Farmers Forum: 04 April 2018			
	Key Themes from Inception Meeting	Discussions	Key Themes
Barriers and Regulations	Land Use Conflict	Protection of RU1 land Impact of lifestyle and inappropriate land use by non farming neighbours	Protection of RU1 land Right to farm
	Communication from Council	Councils communication is seen as contradictory, there is a gap between the rhetoric and actions on the group with limited consideration of Council's actions on the farming sector. Agriculture feels it is not valued and not a priority for Council.	Create a representative role in council "Agriculture Officer" to better serve the needs of the agriculture industry

3. Focus Group Notes: 26 April 2018			
	Key Themes from Inception Meeting	Discussions	Key Themes
Supply Side	Land Use Land Share Long term leases	Use of shared resources / infrastructure, land Co-farming Model Lack of data on productive capacity and commercial demand	Identified potential for diversification and expansion of agriculture with using spare capacity through land share, co-farming and short supply chain models.
		Agritourism is ok but should not undermine core agricultural activity. Weddings are a challenge for the agricultural sector	Protection of RU1 land and right to farm
Distribution	Alternative Crop Options	Northern Rivers can grow an immense variety of produce (fruits, vegetables, bushfoods, exotic fruits etc)	Education and extension required to support on farm innovation and development of short supply chains.
		Collaboration across the value chain / bringing the farming community together <ul style="list-style-type: none"> Training & support for young farmers Mentoring systems 	Cluster Groups (growers/restaurants/consumers) that come together to support each other Linking & educating to inform production
Demand Side	Local Regional Food distribution hub	Limited distribution transport system	Local Regional Food distribution hub
Barriers and Regulations		Provenance and brand	Critical to maintain provenance through the distribution system
	Value-add Options	On farm processing is difficult due to planning limitations. eg Huonbrook Valley	Consider options for Artisan Food and Drink Industry/ Multifunctional farming

3. Focus Group Notes: 26 April 2018			
	Key Themes from Inception Meeting	Discussions	Key Themes
Barriers and Regulations	Market Access	The food story has been isolated to the farmers markets so no opportunity for farmers to tell their story direct to consumers.	Creation of regional brand with provenance and value chain approach. Regional distribution to ensure provenance is maintained.
		Local food hub/co-operative	Farmers Market model is limited in its appeal. A more consistent and cost effective local food retail/wholesale outlet is required.
	Regional Identity Brand	Development of an accredited brand	High quality produce, High regard for organic
		Brand and the grower/producer accountable	Brand / provenance - trademarking and protection required to retain value in brand developments from potential misuse.
	Incentivise Restaurants to buy local	Education of chefs to work with seasonal menu's and understand supply issues associated with weather	Greater empathy and awareness of seasonality by chefs through focussed relationship building activities between chefs and farmers on farm.
	Farmers Market Integrity	Restriction of farmers markets access	Develop alternative options to farmers markets. Short supply value chain development. Cluster Groups (growers/restaurants/consumers) that come together to support each other Linking & educating to inform production
	Land Use Planning	Different departments of Council don't know how to engage or communicate with farmers and vice versa, this is a significant barrier and results in regulatory challenges	Agricultural Officer and agricultural specialist in planning critical interface between Council and industry. Multifunctional farming

3. Focus Group Notes: 26 April 2018			
	Key Themes from Inception Meeting	Discussions	Key Themes
Barriers and Regulations	Communication from Council / Agriculture Officer	<p>Desire within farming community to support an Agriculture Officer</p> <p>Develop a register of farmers & use of land</p> <p>Need a framework/tools for lease agreements, security with tenure</p>	A key person that advocates for the farming community
		No agricultural strategy, no future direction and mixed messages from Council's actions	<p>Disparity between words and actions.</p> <p>Lack of trust for Council.</p> <p>Agriculture feels disempowered by Councils processes and communication.</p> <p>The focus appears to be on agri-business rather than agriculture.</p>

4. Strategic Business Panel presentation and workshop: 9 May 2018		
Key Themes from Inception Meeting	Discussions	Key Themes
Land Use Land Share Long Term Leases Alternative Crop Options	Information and knowledge on how to navigate the regulatory and planning system. Lifestyle lots have limited access to agricultural land for production. Cost of land is very high, tenure if very short. As land prices increase real farmers will struggle with rate hikes	Land use planning reform to improve on farm innovation without compromising productive capacity. Minimise conflict and protect RU1 and greater flexibility on RU2. Co-farming collaboratives and support for young farmers to get greater access to arable land is critical for crop diversification. Investigate options for capping rates to support agricultural community. Consider options for Artisan Food and Drink Industry/ Multifunctional farming
Cluster Groups - Linking & educating to inform production	Industry needs to drive an agricultural focussed group that brings all sectors together and work with a conduit in Council who understands agriculture.	Formation of a agricultural cluster group and employment of an Agriculture Officer within Council.
Local Regional Food distribution hub	Needs to be a focus on connectivity and transport	Value chain development, working with existing local businesses creating local distribution system. Facilitate collaboration across sectors.
Branding & Provenance	Branding hierarchy needs to consider product brands, regional brands and national brands. “Born in Byron” made in the Northern Rivers	Branding and provenance framework that protects the integrity of Byron producers and value adders using local ingredients. Develop a brand and provenance strategy. Byron has limited capacity for growth. Byron is an incubator and as businesses grow they will relocate to other parts of the region.
Multi-functional farming	Land use planning is very complicated and costly	Need an approach that reflects the concept of multifunctional farming

4. Strategic Business Panel presentation and workshop: 9 May 2018		
Key Themes from Inception Meeting	Discussions	Key Themes
Land Use Conflict	Focussed development around villages rather than on agricultural land	Minimise land use conflict though better community planning.
Communication from Council	Communication piece, ie. use of green waste and storytelling around the good work that farmers are doing.	Council needs to improve its communication and connection with industry and start celebrating farmers in the public domain.
	Greater need for collaboration and knowledge sharing, there are limited networks across sectors, need more educational/field days for farmers	Knowledge and Networking. Commitment by industry to establish an agricultural cluster group. They require terms of reference, professional facilitation, representative of the agricultural community, attract key industry representatives eg. Coffee, cane, Macca's etc. Consider connections to DPI. Volunteers for steering group was Joel, Johnno, Johan, Steve, Mark and Rex

► INTERNAL BYRON SHIRE COUNCIL WORKSHOP NOTES (7 MAY 2018)

KEY FINDINGS

- Communication
- No pathways to innovate
- Agriculture community lacks a voice & is dominated by producers
- Lack of trust for Council
- Lack of future direction
- Lack of clarity of processes
- Conflict between ways to manage enquiries internally
- Lack of understanding of issues at local & state level

FEEDBACK

- Lack of presence of DPI & Planners (addressed in next steps: Wednesday with Councillors)
- Fear that the tourism message is louder than agriculture

NOTES

- An industry association / cluster needed to be recognised & endorsed by Council (Industry reference group, representative of key industries, terms of reference required)
- Website to elevate rural / agriculture / food messaging
- Clarity of what farmers can & can't do i.e. verges
- Ezones
- Data on turn-over of farms (Ag Officer needed for assistance & guidance, collaborative options, template / agreements)
- Inaccuracy of mapping & meaning (understanding of regulations)
- Secondary dwelling on rural land (more info / communication needed)
- Support for new farmers leads to maintaining farm land rather than owners looking at alternate options such as Airbnb. Plus provides pathways to market

COMMUNICATION STRATEGY

How best to communicate to the agricultural community..

- New info / field day / fact sheet / Q&A

COUNCIL

- Communication plan (agri-food overlay)
- Systems / processes
- Regulation at local and state levels (interpretation needed, language used, demystify)
- Action Plan (will determine the skill set needed for the Agricultural Officer)
- Agriculture Officer
- Cross-referencing of reports
- Inform participants when report goes to Council
- Action Plan / Land Use Strategy ... implementation
- Comms around pre-lodgement advice (through Agricultural Officer)

IDEALLY, WITH ALL STEPS IN PLACE (Agricultural Officer / Action Plan / Clusters)

- Linked to producers (i.e. processing plant, food hub etc)
- Size & scale parameters
- Communication with clarity around permissibility
- Multi-functional farming

► INTERNAL BYRON SHIRE COUNCIL WORKSHOP NOTES (7 MAY 2018)

INFRASTRUCTURE

- Verge maintenance / rural areas / routes
- Communicated through farming cluster

DRAFT STEERING GROUP

- Terms of reference
- Proactive approach

Differentiation between food/fibre (FARMING) and value-adders

Fundamental to start with a Farming Cluster

MULTIFUNCTIONAL FARMING

	Mirco/ Small	Medium	Large
Agricultural Production			
Sales			
Agritourism			
Consolidation			
Value Adding			
Licensing – renewal and compliance			
Provenance			

Pilot MFF .. To be presented at Northern Rivers Joint Organisation Tuesday 22nd May 2018

Key Outcomes

- Communication
- Action Plan
- Agriculture Officer

APPENDIX 6 AGRICULTURE SURVEY