Department of Planning and Community Development

Gippsland Food Plan

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Gippsland RDA Foreword

*Foreword from Richard Elkington,*

*Chairman Regional Development Australia, Gippsland*

*To be provided.*
Gippsland Food Plan Steering Committee Foreword

The Gippsland Food Plan Steering Committee\(^1\) is pleased to deliver the 2013 and beyond Gippsland Food Plan.

The Food Plan’s intent is to promote the further development of the Gippsland Food System as a principle driver of economic activity in the region. It aims to promote growth of the Food System as a major contributor to community employment and wellbeing. The Plan advocates and informs government agencies at all levels, industry leaders, investors, entrepreneurs and community leaders of the exciting opportunities for the food sector to make continuing and greater contributions to the region’s economic growth and wellbeing. In pursuit of this, the food system must also become more resilient so as to sustain itself through economic and climatic challenges and through recovery from natural disasters. The Plan identifies barriers and constraints which need to be managed to achieve these aims and related goals. The Plan is a vehicle for investment decision making by RDAG either alone, or in partnership with other government agencies and industry organisations. It is a major support document for decisions from the private sector for investment.

The Steering Committee has been conscious that further development of the Food System is dependent on investment by the private sector. It has not been our role to direct or constrain this. We recognise the diversity food production in Gippsland that is based on technologies and production systems that range through large and small scale traditional family operations, corporate farm businesses, organic enterprises and innovators using new techniques and technologies. All of these have legitimate roles to play in the food system and the Food Plan would see these flourish or otherwise according to their capacity to profitably meet consumer demands while operating within the constraints of sustaining natural resources demanded by the community. This varied mix of food production operations is seen as an important strength in facing the future.

The Steering Committee has taken a holistic approach and considered the Gippsland food industry as an interconnected Food System. The Food System includes all operations from primary producers to consumers. The committee have taken into consideration consumer wellbeing and community activities related to food and recognise food waste and its management as part of the system. We have focussed our recommendations on areas that are within the scope of RDAG’s remit to promote regional economic development. We recognise that the hospitality and tourism sectors are important parts of the Gippsland Food System which offer both market outlets and opportunities to promote and celebrate Gippsland’s food industries.

Regional Development Australia (RDA) Gippsland identified the need for a Food Plan to guide future activities that enhance opportunities and address impediments to the development of the food sector in Gippsland. Following two community based workshops a Steering Committee was established late in 2011 to further develop of a Food Plan. A discussion paper “Gippsland Food Plan Vision & Strategic Framework” was produced by consultants Dench McLean Carlson Corporate Advisory.

The Discussion Paper identified a number of key focus areas relating to the issues, challenges and opportunities that are current and foreseeable for the Gippsland food system. For the Food Plan to become an accepted addition to the Gippsland Regional Development Plan, it was necessary that the

\(^1\) Steering Committee Membership. See Appendix 1
Discussion Paper be tested and confirmed with stakeholders. RMCG was engaged to undertake stakeholder consultation and analysis to:

- Test the key characteristics and influences that impact on the current operation and future development of the Gippsland food system.
- Identify any other emerging opportunities and constraints based on the operating environment in future.
- Collate feedback on the key priorities for future investment in the Gippsland food system
- Test the key strategies outlined in the Discussion Paper.
- Identify work/projects/programs that are already addressing the strategies outlined in the discussion paper.

There was a good level of response to the Discussion Paper which was widely and publicly disseminated. It had formal meetings for business and community at various venues in the region, invited general internet responses as well as inviting individuals and organisations to respond formally. We believe the Food Plan provides a consensus view of the priorities to facilitate a vigorous food system in Gippsland into the future.

In conclusion, the Steering Committee recommends the Food Plan to new investors, entrepreneurs, innovators and government agencies. They should invest confidently in the future of the Gippsland Food System and explore new systems and processes to meet the challenges we identify. It will be through their various endeavours that new sustainable technologies and businesses will evolve.

Dr Robin A S Lawson PSM
Chair, Gippsland Food Plan Steering Committee
Executive Summary

The Gippsland Food System is a key pillar of the regional economy producing a range of fresh products and processed goods for domestic and international markets. In 2010/11, the farmgate value of food reached $1.5 billion, gross value added exceeded $1.3 billion and employment in the industry was over 16,000. Gippsland food is exported to national and international markets, particularly Asia. Key strengths of the Food System that underpin future growth opportunities include:

- Strategically, Gippsland is well located to access national and international markets.
- A network of well-connected regional cities and towns provide attractive locations for a diverse workforce with access to high level services.
- Fertile soils, a moderate climate, high rainfall and access to supplementary water resources together with a diversity of products and production systems provide a strong foundation for food production in a changing climate.
- The natural landscape, including the Victorian Alps, extensive riverine and wetlands ecosystems and the coast are important to the region’s livability and are attractors for new residents and visitors.

This Gippsland Food Plan has been prepared in conjunction with Gippsland’s food industry and community and outlines strategies to achieve its long term vision, comprising the following four elements:

*Expand the Gippsland food system’s value and its contribution to the regional economy*

*Achieve sustainable environmental outcomes*

*Be widely recognised and valued*

*Recognise the contribution of food to health, wellbeing and community development within the region and further afield.*

Four priorities together with strategies and suggested areas for new actions have been developed to enhance the growth and sustainability of the Gippsland Food System. These priorities were informed by an analysis of the Food Systems strengths and weaknesses, opportunities and threats as well as trends in the global food industry:

• **Priority 1  Enabling infrastructure and logistics**
  - Land use
    - Protection of agricultural land from inappropriate development
    - Flexibility in land use planning to accommodate innovative enterprises
  - Transport & Logistics
    - Improved road feeder links
    - Local freight distribution hubs
  - Energy
    - Disaster recovery
    - Power saving and alternative sources
    - Carbon farming
  - Waste management

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2 Note that a number of the recommended areas for action appear under more than one strategy.
Utilisation of organic wastes as soil conditioners and fertilisers

Education & Training
- Develop and promote pathways for continuity in education & training
- Cooperative and group training
- Promotion of food industry career and education opportunities
- Farm intern programs

Infrastructure & Communication
- Universal access
- Adaption to climate change
- E-community initiatives

Priority 2 Continuously transformed capability

Climate change resilience and adaption
- Promote information from “Gippsland Agribusiness Adaption to Change” models
- Protection of land and soil resources and access to water
- Support R & D initiatives
- Promote concepts of continuous adaption
- Publicise innovative and successful adoptions.

Industry Capability: Productivity
- Promote new technologies and innovations
- Attract new investment
- Publicise Gippsland's diversity

Industry Capability: Diversification and value adding
- Promote awareness of assistance for product development and innovation
- Support exploration of new market opportunities
- Support development of new cooperative business models.

Industry Capability: Cost of compliance
- Harmonise local government regulations and processes
- Support initiatives for businesses to cooperate to achieve group accreditation

Biosecurity
- Identify new threats as a consequence of climate change

Distribution and Access
- Promote awareness of new and innovative marketing models
- Support analyses of market and value chains to achieve efficiencies

Knowledge, skill and workforce development: Research and Development
- Audit and establish a database of all Gippsland Food System connections
- Use data base to extend information throughout the Food System

Knowledge, skill and workforce development: Information transfer
- Audit and establish a database of all Gippsland Food System connections

Knowledge, skill and workforce development: Sharing knowledge
- Audit and establish a database of all Gippsland Food System connections

Knowledge, skill and workforce development: Promoting training needs
- Audit and establish a database of all Gippsland Food System connections

Knowledge, skill and workforce development: Promoting employment opportunities
- Audit and establish a database of all Gippsland Food System connections
- Develop and promote pathways for continuity in education & training
- Promote the diversity career opportunities in the food system in schools.
• **Priority 3  Promoting growth, protecting reputation and investment attraction**
  ♦ **Market demand and trends**
    - Support participation in international trade delegations
    - Keep abreast of consumer trends by linking and sharing databases
    - Audit and establish a database of all Gippsland Food System connections
    - Establish a prospectus of Gippsland food products and business capabilities and contacts
  ♦ **Innovative marketing**
    - Establish a prospectus of Gippsland food products and business capabilities and contacts
  ♦ **Market development**
    - Support participation in international trade delegations
    - Support local promotional initiatives
    - Audit and establish a database of all Gippsland Food System connections
  ♦ **Enterprise and product development**
    - Audit and establish a database of all Gippsland Food System connections
    - Explore opportunities for Gippsland businesses to replace imports
  ♦ **Build and promote regional image**
    - Work with Gippsland hospitality and food sector to promote Gippsland foods
    - Build a local awareness of the diversity and quality of Gippsland food products
    - Develop a prospectus to promote the Gippsland food industry’s capabilities and opportunities for new investment.

• **Priority 4  Advocacy and informing policy development**
  ♦ **Investment Prospectus**
    - Develop a prospectus to promote the Gippsland food industry’s capabilities and opportunities for new investment.
  ♦ **Coordinated Regional Advocacy**
    - Encourage Gippsland business and government agencies to work together to identify and advocate Gippsland investment priorities
    - Establish and support an advocacy group to articulate and advocate Gippsland interests consistently.
  ♦ **Regional Performance Statistics**
    - Initiate a project to extract, interpret professionally and promote statistical information relevant to the Food System
  ♦ **Alignment of Sectoral Strategies**
    - Undertake a process of gap analysis with key industry, government and community leadership groups
    - Require documentation for new projects to identify linkages to current regional development planning and activities
  ♦ **Monitor Food Plan Implementation**
    - Establish a Food Plan Implementation Task Force to recommend projects, oversee implementation and report progress.
Ensure that the next iteration of the Gippsland Regional Plan incorporates the Gippsland Food Plan.
Part 1: Overview of the Gippsland Food System

The Gippsland Food System (Figure 1) is one of the pillars of the Gippsland economy. Gippsland’s location and social and environmental context are key strengths for further growth in the Food System.

– Strategically, Gippsland is well located to access national and international markets.
– A network of well-connected regional cities and towns provide attractive locations for a diverse workforce with access to high level services.
– Fertile soils, a moderate climate, high rainfall and access to supplementary water resources together with a diversity of products and production systems provide a strong foundation for food production in a changing climate
– The natural landscape, including the Victorian Alps, extensive riverine and wetlands ecosystems and the coast are important to livability and are attractors for new residents and visitors.
– The region’s agriculture and natural environment supports the tourism industry and has a number of synergies with the food system.

Figure 1 Gippsland food system

The Gippsland food system captures the whole value chain as well as the people, natural resources, infrastructure and information that support and contribute to the value chain.
1. The current value of the Gippsland food system

The Gippsland food system makes a significant contribution to the regional and state economy and employment:

− Food goods and services, measured as Gross Value Added was valued at over $1.3 billion in 2011 and grew at over 2% from 2000\(^3\).
− Farmgate value of food in Gippsland reached $1.5 billion in 2010/2011 and has been growing at an average rate of 3% per annum\(^4\).
− Food employment, on farm and in processing and manufacturing is estimated at over 16,000\(^5\).

Short to medium trends indicate strong demand for Gippsland’s food both domestically and internationally. The Australian Government’s National Food Plan Green Paper and State Government research and development programs demonstrate a strong commitment to capturing a share of global food demand.

Trends in Australian agriculture include fewer and larger farms in terms of both physical size and economic size, increased concentration of output with a relative small proportion of farms producing a large percentage of total output, more intensive farming and closer integration in the agri-food chain\(^6\). The increased concentration of output has accentuated the dualistic nature of the agriculture sector where a small number of large scale commercial farms produce the majority of output while a large number of small scale or boutique farms account for only a small proportion of output.

A secure supply of consistent quality product is critical for the processing sector to ensure operation at optimum capacity. Processors therefore are increasingly reliant on larger businesses that can meet supply and quality requirements. Small scale commercial farms tend to focus on value adding to produce very high quality, niche products for specific markets such as organics and restaurants. Forecasts indicate that these niche products will be in high demand and comprise an increasing market share.

A particular characteristic of Gippsland is the large number of relatively small land holdings. This inhibits aggregation into large enterprises; an alternative is cooperation by enterprises in group production and marketing to achieve economies of scale. Gippsland’s diverse small land holders have been instrumental in innovation of new crops and products.

Primary production

Gippsland produces a range of food for domestic and international markets. The total farmgate value of food was around $1.5 billion in 2010/11 with milk (51%) and meat (28%) the most significant commodities (Figure 2).

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\(^3\) RDV (2013) Regional Economic Profile. Economic profile by FEAs Gippsland
\(^4\) ABS (2012) Value of agricultural commodities produced
\(^5\) Gippsland Food Plan: Vision and strategic framework
\(^6\) Australian Productivity Commission (2010) Trends in Australian Agriculture
Most of Victoria’s food exports are destined for Asian countries, with around 40% of exports heading to China. Other major destinations include: New Zealand, United States, Japan, Singapore and Thailand\(^7\).

![Figure 2: Farmgate value of Gippsland’s commodities\(^4\)](image)

**Dairy**

Gippsland is Australia’s largest dairy region producing 22% of the nation’s milk. The industry employs over 6,000 people on farm and in processing. In 2011/12 the region produced milk with an estimated farmgate value of $915 million and $2.5 billion as valued added product\(^8\).

There were 1,523 dairy farms in Gippsland in 2012, half of which are medium sized dairy herds carrying between 150 and 300 cows. Most are family run and employ staff. Nearly 10% of farms (137) carry 500 or more cows.

The competitive strength of the dairy industry in Gippsland is its capacity to produce high quality pasture. In 2011/12, 70% of the energy need for milk production came from ryegrass pastures.

**Meat**

Gippsland has a significant grazing and meat processing industry, based predominantly on beef and includes prime lamb and poultry production. Gippsland represents 25% of the total value of Victorian beef production, a significant amount of which is exported as high value beef products. There are over 3,500 farms growing beef cattle, 900 sheep producers and 43 poultry meat producers\(^9\) that produced meat with a farmgate value of over $430 million in 2010/2011\(^4\). The industry employs around 3,500 people. While a number of processors are located within Gippsland, most processing occurs outside the region.

\(^7\) Eastern Victoria, Australia. Food Processing Prospectus
\(^9\) ABS (2012) Agricultural commodities
Horticulture

Horticulture extends across the region. The region’s diverse soil types and climates enable a range of vegetables, nursery products, cut flowers and fruit to be produced. The total farmgate value of horticulture in 2010/2011 was $240 million with around 75% of this from vegetable production\(^4\). The main horticultural enterprises based on production are potatoes, broccoli, beans and lettuce as well as range of fruits such as apples, nuts and berries. Gippsland has 27% of the State’s vegetable growing area and around 140 vegetables producers or 15% of the state’s vegetable growing enterprises.

The industry comprises a diversity of producers ranging from very large enterprises growing carrot and fresh lettuce through to small, intensive enterprises producing berries and vegetables for specialty markets. In addition to field based production systems, vegetables are also grown in glasshouse and hydroponically.

Seafood

Gippsland supports a strong seafood industry as well as some aquaculture operations. In 2008/09, the Gippsland catch landed from State managed fisheries exceeded $20 million in value. The industry is diverse ranging from high value species such as abalone through to smaller industries such as eel, wrasse and sea urchin fisheries.

Organic food

Gippsland food producers and manufacturers continue to demonstrate their resilience and capacity to innovate. Gippsland has a significant part of Australia’s growing sector producing for fresh and manufactured organic food products into local, national and international markets. As well as a thriving organic meat, dairy and egg sector Gippsland has a growing number of organic fruit and vegetable producers.

Food processing and manufacturing

Processing and manufacturing provides significant value add to Gippsland food commodities.

Dairy

Australia’s leading dairy manufacturers form a large dairy processing sector within the region producing fresh milk, milk powder, butter, cheese and other products for domestic and export markets. Several specialty dairy businesses also exist in Gippsland producing a wide range of high quality cheeses, organic milk products and other value-added dairy products.

There are more than sixteen factories processing and manufacturing a range of dairy products that in 2011/12 was valued at more than $2.5 billion.

Vegetables

The vegetable industry is an important contributor to Gippsland’s economy and there has been an increase in the quantity of value-added processing that supplies both national and international markets. Processing takes place on vertically integrated farms and
manufacturers of pies, soups and other ready-to-eat products. Vegetable processing employs around 880 people.

**Seafood**

LEFCOL, the Lakes Entrance Fisherman’s Cooperative, is a major supplier of fresh and packaged fish for domestic and international markets, handling over 4.5 million kilograms of fish annually and employing around 30 staff.

The food industry is very competitive. Gippsland has a number of highly successful companies that have established strong brands through innovative marketing - these include a number of internationally-recognised artisan cheese brands for example.
Part 2: Gippsland Food Plan – Foundation

2. Vision

The strategic vision of the Gippsland Food Plan focuses on four key elements:

Expand the Gippsland food system’s value and its contribution to the regional economy

Gippsland’s food producers and processors are innovative and highly efficient operators of sustainable, integrated and profitable businesses that employ high levels of skills and technology. The Gippsland food system has adapted to change and seized opportunities from new technologies, products and new markets to grow the region's economic worth and has increased productivity and employment.

Achieving sustainable environmental outcomes

The Gippsland food system is resilient and achieves economic outcomes while it supports improved and sustainable outcomes for the region's natural resources through processes of continuous change, innovation and adaption to the challenges presented by climate change.

Being widely recognised and valued

The Gippsland community widely embraces the economic importance, quality and capability of the Gippsland food system and is highly engaged in its future development. Gippsland's food is highly regarded and preferred in local, national and international markets.

The contribution of food to health, wellbeing and community development within Gippsland and further afield is recognised

The Gippsland food system makes a significant contribution to community wellbeing and development and the regional community has secure access to affordable and nutritious food largely sourced from within the Gippsland region.
3. Strategic Objectives

The Gippsland Food Plan aims to enhance competitiveness of the Gippsland food system by providing a framework for industry and Government to work collaboratively across the value chain to meet economic, productivity and environmental outcomes.

To remain internationally competitive, the industry must continue to meet consumer expectations by being sustainable, well managed and consumer driven. The industry must also be resilient to adapt to climate change and to recover from natural disasters. Food businesses must have skilled workers, excellent food safety systems, robust biosecurity systems and efficient infrastructure. With these elements in place, Gippsland will have a high performing value chain driven by collaborative and innovative businesses.

The following strategic objectives set out a triple bottom line approach across the value chain.

**Industry and government investors and community working collaboratively**

The Food Plan aims to enhance the Gippsland food system and achieve global competitiveness by providing a framework for industry and Government at all levels to work collaboratively with investors and the community. This Plan takes a holistic approach by considering the Gippsland food system as an entity that underpins the economic strength of the region as well as a foundation of the region’s social fabric as an employer, source of nutrition and contributor to healthy lifestyles.

**Meet consumer expectation and demands**

The Food Plan aims to assist the industry to meet consumer expectations by being sustainable, well managed and consumer driven.

**Focus on achievable outcomes**

The Food Plan will focus on strategies and programs that have achievable outcomes in the immediate future and the next 5 to 10 years. It intends to maintain a capacity to respond to future changes, both anticipated and unanticipated.

**Focus on the value chain**

The Food Plan will consider all aspects of the value chain from the paddock to plate and the economic, social and environmental context within which it operates.

**Focus on gaps in industry support**

There are a range of government and industry programs contributing to improving performance across the value chain of the Gippsland food system. The Gippsland Food Plan will seek to complement existing programs and focus on gaps in industry support.
4. Challenges and opportunities

The Gippsland food system operates in a global market that is constantly changing. To move forward the food system needs to have a clear understanding of the challenges and opportunities coupled with the industry’s strengths, weakness opportunities and threats.

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<td>Air freight infrastructure</td>
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<td>Diverse economy</td>
<td>Local feeder road infrastructure</td>
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<td>Diverse products</td>
<td>Poor supply of appropriately skilled labour</td>
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<td>Growing regional population</td>
<td>Inefficient passenger and freight rail entry into Melbourne</td>
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<td>Strong biosecurity credentials</td>
<td>Multiple and competing Local Governments</td>
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<td>Established quality assurance protocols</td>
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<td>Proximity to capital city markets</td>
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<td>Proximity to ports</td>
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<td>Significant food processing infrastructure</td>
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<td>Expertise of region’s producer, processors and manufacturers</td>
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<td>Innovative operators</td>
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<td>Increased global demand for food</td>
<td>Environmental sustainability</td>
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<td>Growing regional population</td>
<td>Climate change and variability</td>
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<td>Global food security</td>
<td>Economic trade and competitiveness</td>
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<tr>
<td>Demand for safe and nutritional food production systems</td>
<td>Increasing energy costs</td>
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<td>Maintaining ad accessing new markets by having robust biosecurity credentials</td>
<td>Increasing labour costs</td>
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<td>Increasing health consciousness</td>
<td>Poor perception of careers in the food industry</td>
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<td>Increasing diversity of food markets</td>
<td>Variability in quality of production</td>
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<td>Enhancing the food and tourism experience</td>
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5. Competitive position of Gippsland

Gippsland’s competitive strengths as a food producing region include climate change resilience, proximity to major cities, access to labour and quality infrastructure, in particular roads. Gippsland has supported emerging industries such as organic milk and halal meat that has seen them develop from ‘niche’ status to a legitimate and strong market segment. These competitive strengths provide a strong platform on which to attract investment to the region and to position the food system to respond to increased global demand for food, particularly in the Asian market.

Competitive Strengths

Including:

- Gippsland’s diversity of natural resources and relatively reliable and consistent rainfall
- Proximity to major ports and transport routes and access to capital city markets (Melbourne, Sydney, Canberra)
- A diverse economy, strong industrial and manufacturing sector providing depth in workforce availability and whole-of-career work opportunities
- Reputation for high quality dairy, beef and horticultural products and a significant and growing organic sector.

Increased Global Demand for Food

The global demand for food is projected to increase significantly in the next 30 years, as is the demand for food types in which Gippsland has strengths. This Plan recognises that Gippsland’s chief opportunity is to market high value, protein rich dairy and meat products to growing affluent markets in Asia while lower cost producers will compete strongly in commodity markets. A fuller realisation of potential markets for fresh vegetables and fruit is dependent on the value of the $A which is currently very high.

Demographic Change

The regional population is projected to grow by some 36,000 people to 305,700 by 2026 generating increased demand for goods and services including food. This growing population will provide Gippsland producers with an expanding market for fresh and wholesome produce.

Food Security and Availability

Food security is not the issue in Australia compared to other locations in the world; however Gippsland is well placed to contribute to such demands, particularly through supplying exports to the high value sectors of these markets.

There are opportunities to better manage distribution of locally produced and processed foods within Gippsland.

Community Health and Wellbeing

A large potential market for fresh fruit and vegetables exists within Gippsland with only 10% of adults in the Gippsland regional population meeting the guideline levels for daily
consumption of fruit and/or vegetables. This offers opportunities for innovative promotion, marketing and distribution and local success may be extended to adjoining regions.

The Plan also recognizes the important role of food in community celebration, conviviality, health and wellbeing. Working with the tourism and hospitality industries offers opportunities for the food sector to both market and promote its high quality and speciality produce.

Environmental Sustainability

The Gippsland food system is dependent on the region’s natural resources. This Plan recognises that there are competing interests and community expectations for the use and preservation of natural resources. Gippsland industries have achieved improvements in energy and water use efficiency and recognise that as demand for food increases there will be ongoing needs to manage negative impacts of the food system on natural resources and improve the health of the region’s ecosystems.

The costs and constraints incurred in the food system to meet community expectations for environmental sustainability as well as the costs of adapting to climate change, including increase energy cost, as well as the costs of disaster recovery are serious challenges for the food sector.

Climate Change

The impacts of global warming are being felt and all industries are under pressure to adapt and mitigate to alleviate or manage climate change. With a strong dependence on natural resources and energy, the food industry needs to consider new ways of doing business.

Governments are pursuing regulatory responses to drive change, such as the Australian Government’s Clean Energy Future initiative. Industry is continually seeking ways to improve resource efficiency, particularly water and power.

Compared to other food producing regions in Victoria, the modelled climate future forecasts for Gippsland suggests a mix of opportunities for agriculture as well as some constraints. Drying in some locations will broaden the range of commodities that can be grown, including high value crops, while in others it will limit commodity choice. Some parts of Gippsland will be relatively unaffected by climate change. Gippsland’s climate change resilience is also strengthened by its access to a range of supplementary water resources.

Economic Trade and Competitiveness

The ability to compete in international markets is a challenge, and cheaper imports have displaced many local products. International trade externalities are often cyclical and transient and will continue to be an ongoing challenge in the food industry. However, consumers are increasingly vigilant regarding the economic, social and environmental sustainability of the production and delivery systems. Information and an understanding of these complexities are critical for food industry decision makers.

This presents both opportunities and challenges for the Gippsland food system. Australian food production resources are an increasingly attractive foreign investment – particularly from countries that have food security challenges. The Gippsland food system will need to increasingly adopt Quality Assurance measures as a part of their business operations.
Accreditations currently held within the region include: HACCP, SQF 2000, AQIS, Certified Organic ISO 14000 and Eurepgap.

**Market and Consumer Trends**

Consumers in Australia and overseas are changing their food consumption preferences. In foreign markets where incomes are growing consumers are adopting more western preferences for food types and diets. This is particularly the case in the markets of China, India and Indonesia.

Furthermore, “food scares” from contaminants in some overseas produced products are raising awareness of food quality issues in international markets. This opens up opportunities to promote Gippsland products that are from systems with high levels of integrity, quality assurance programs and high levels of compliance.

In domestic markets there is a growing interest, particularly in affluent markets for access to high quality foods that are local (low food miles), organic and free from perceived contaminants.

Opportunities to develop new products and markets flow from the ongoing influences of Australia’s expanding multi-cultural society.

The current high value of the Australian dollar is limiting the development of these markets.

**Innovation and Industry Capability**

The Food System requires a diverse and adaptable workforce: reliable semi-skilled farm labour, highly trained technicians supporting automated manufacturing machinery and dynamic, networked management providing industry leadership.

Responding to industry opportunities and challenges will require ongoing education and training to match the workforce needs of future operating environments and emerging industries across the value chain including processing, distribution and marketing.

Automated production systems are beginning to be used at various points in the food system to improve productivity and overcome the difficulties of the cost, skill and reliability of labour.
Part 3: Gippsland Food Plan - Priorities, strategies and actions

6. Priorities

Four priorities have been identified to achieve the Gippsland Food Plan vision.

Priority 1  Enabling Infrastructure and logistics

Scope - Developing and improving the infrastructure to support greater capability including protecting productive land, and maintaining and developing transport, energy, water, waste, communication and education systems that facilitate the Gippsland food system’s efficiency, competitiveness and capacity to innovate.

Priority 2  Continuously Transformed Capability

Scope – Encouraging and promoting the development of the knowledge, technologies, systems, skills and innovation required by the Gippsland food system to effectively respond to rapidly changing economic, environmental and social opportunities and challenges.

Priority 3  Promoting and protecting reputation and investment attraction

Scope – Identifying and pursuing opportunities for the Gippsland food system to achieve improved viability and relevance in existing and new markets, supporting the development of relevant products and services and promoting the system’s attributes, capabilities and the opportunities for new investment.

Priority 4  Advocacy and informing policy development

Scope – advocating to all levels of Government on the needs of the Gippsland food system and the benefits it delivers, fostering the development of relevant, evidence based policy and pursuing ongoing engagement with stakeholders.
7. Strategic Framework

Priority 1. Enabling Infrastructure and logistics

Scope Developing and improving the infrastructure to support greater capability including protecting productive land, and maintaining and developing transport, energy water, waste, communication and education systems that facilitate the Gippsland food system's efficiency and competitiveness.

Strategy

1.1 Land Use
Encourage the development of a regional framework of land use policies and land use planning and management systems that enable access to the natural resources required to support the viable and sustainable production and processing of food, and the ability to increase the amount of food produced in the Gippsland region.

1.2 Transport & Logistics
Encourage investment in transport infrastructure and systems that improve the ability, and efficiency of the distribution of goods within the region and the delivery of Gippsland’s food products to local, national and international markets.

1.3 Energy
Encourage investment in infrastructure and systems that reduce energy consumption by the Gippsland food system.

1.4 Water
Encourage investment in infrastructure and systems that enable a more efficient use of water by the Gippsland food system.

1.5 Waste Management
Encourage investment in infrastructure and systems that support waste reduction within the Gippsland food system and general recycling of organic wastes to benefit the food system.

1.6 Education & Training
Encourage investment in infrastructure and systems that support the effective delivery of education and training relevant to businesses and workers in the Gippsland food system.

1.7 Information & Communication
Encourage investment in infrastructure and systems that support the effective distribution of knowledge and information throughout the Gippsland food system. Facilitate increased opportunities to develop in the digital economy.

Outcome The food industry practices sustainable management of its natural resources optimising water, waste, energy and carbon. The food industry is serviced by efficient and effective infrastructure.
Priority 2. Continuously Transformed Capability

Scope Encouraging and promoting the development of the knowledge, technologies, systems, skills and innovations required by the Gippsland food system to effectively respond continuously to a rapidly changing economic, environmental and social opportunities and challenges and deliver benefits to the Gippsland region and participants in the system.

Strategy

2.1 Climate Change: Resilience and adaptation
Encourage adaption to climate change and greater resilience in the Gippsland food system. Assist sustainable management of natural resources through identifying, planning and promoting adaptation strategies, supporting new technologies and practices and development of appropriate aides.

Priority

2.2 Industry Capability: Productivity
Encourage the development of systems and technologies that enable significant growth in the productivity of the Gippsland food system and in the quantity of food it produces, while sustaining the natural resource base on which it depends.

Priority

2.3 Industry capability: Diversification & Value Adding
Encourage the development of food related products that add value in existing markets, and/or enable entry to new markets, secure a viable and long-term presence for elements of the Gippsland food system and that grows its economic worth.

Priority

2.4 Industry capability: Cost of Compliance
Encourage the development of effective regulatory and/or quality frameworks that foster the competitive advantage of the Gippsland food system and mechanisms that support the ability of businesses to comply with such requirements.

Priority

2.5 Biosecurity
Foster improved levels of biosecurity and the appropriate mitigation of risks and impacts to the economy, the environment, social amenity or human health associated with pests and diseases.

Priority

2.6 Distribution and Access
Encourage a variety of means through which a diversity of locally produced and/or processed nutritious foods can be made available to underprivileged and remote members of the regional community.

Priority

2.7 Knowledge, skill and workforce development: Research and Development
Encourage research and development relevant to the needs of the Gippsland food system, the dissemination of outcomes and the development of best practice based on acquired knowledge and market-related expertise.
2.8 Knowledge, skill and workforce development: Information transfer
Foster mechanisms that promote the effective and timely transfer of knowledge and the uptake of new technologies and systems by entities within the Gippsland food system.

2.9 Knowledge, skill and workforce development: Sharing knowledge
Develop mechanisms for identification and sharing of innovative practices in the Gippsland food system.

2.10 Knowledge, skill and workforce development: Promote training needs
Support the identification of the knowledge and skills requirements of the Gippsland food system and the development of appropriate education and training programs. Promote opportunities for participation in education and training to participants in the Gippsland food system.

2.11 Knowledge, skill and workforce development: Promote employment opportunities
Support the workforce development needs of the Gippsland food system and promote range and diversity of employment opportunities.

Outcome
The food system operates in a cost competitive and sustainable business environment and improves its productivity.

The food system is equipped with the technical skills and business knowledge to implement best practice and collaborates to manage change.
Priority 3. Promoting and protecting reputation and investment attraction

Scope Identifying and pursuing opportunities for the Gippsland food system to achieve improved viability and relevance in existing and new markets, supporting the development of relevant products and services and promoting the system's attributes, capabilities and opportunities for new investment.

Strategy

3.1 Market demand and trends
Gather and disseminate information about local, national and international trends in the demand for food and related services.

3.2 Innovative marketing
Support the ongoing review of traditional and existing markets for Gippsland’s food products and related services with a view to identifying:
- Opportunities for additional supply of existing products
- New products or methods of distribution that can add value to consumers and providers
- More efficient means by which such markets can be serviced.

3.3 Market development
Support the identification and prioritisation of opportunities in new national and international markets in which providers of Gippsland’s food, and related services can leverage their strengths and competitive advantages to establish, maintain and extend a viable and long-term presence.

3.4 Enterprise and product development
Encourage the identification of opportunities for regional suppliers to replace the goods and services imported into the regional economy.

3.5 Build regional image
Foster increased opportunities for visitors to the Gippsland region to access and appreciate the capability of the Gippsland food system and the quality of the food it produces.

3.6 Promote regional image
Promote the capability of the Gippsland food system, the quality of the food it provides and the benefits and opportunities associated with Gippsland’s food system to current participants, potential investors and the regional community.

Outcome The food industry understands and has the ability to capture opportunities in a wide variety of markets
The food system is regarded locally, nationally and internationally as a region of food producing excellence
<table>
<thead>
<tr>
<th>Priority</th>
<th>4. Advocacy and informing policy development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope</td>
<td>Advocating to all levels of Government on the needs of the Gippsland food system and the benefits it delivers, fostering the development of relevant policy and pursuing ongoing engagement with stakeholders</td>
</tr>
<tr>
<td>Strategy</td>
<td>Priority</td>
</tr>
<tr>
<td>4.1 Investment prospectus</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Grow the level of support from policy makers and Government funding programs for the Gippsland food system through the effective advocacy of needs and promotion of its capabilities, opportunities and the benefits.</td>
</tr>
<tr>
<td>4.2 Coordinated regional advocacy</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>Encourage a coordinated and integrated approach to the representation of the interests of the Gippsland food system.</td>
</tr>
<tr>
<td>4.3 Regional performance statistics</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Support the collection and reporting of information on the economic value of the Gippsland food system and develop abilities to identify the economic impact of growing the capacity and capability of the system.</td>
</tr>
<tr>
<td>4.4 Policy and strategy alignment</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Promote a high level of alignment between land use, environmental management, community development and wellbeing, infrastructure development and economic development strategies and settings of policy makers throughout Gippsland and the strategic needs of the Gippsland food system.</td>
</tr>
<tr>
<td>4.5 Stakeholder engagement</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>Encourage ongoing stakeholder engagement within the Gippsland food system with respect to the identification of opportunities, issues and priorities and the monitoring the implementation of the Gippsland Food Plan.</td>
</tr>
<tr>
<td>Outcome</td>
<td>The food system captures regional and community development opportunities</td>
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<tr>
<td></td>
<td>The food system can measure and report on its contribution to the regional economy</td>
</tr>
</tbody>
</table>
8. Implementation

The following table lists by priority and strategy, current projects underway and ideas for project opportunities. Project opportunities should considered ‘discussion starters’ only and should not limit other project ideas. RDA Gippsland invites relevant project proposals from organisations and business groups.

<table>
<thead>
<tr>
<th>Priority 1: Enabling Infrastructure and logistics</th>
<th>Current projects</th>
<th>Project opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Land Use</td>
<td>Gippsland Regional Growth Plan&lt;br&gt;Local Government Planning Schemes</td>
<td>Work with LGAs to recognise the importance of maintaining contiguous parcels of agricultural land while also accommodating flexibility to allow land use for innovative and specialist food production and processing enterprises.&lt;br&gt;Support the existing policy objectives of protection of prime agricultural land from inappropriate development.</td>
</tr>
<tr>
<td>1.2 Transport &amp; Logistics</td>
<td>Gippsland Regional Strategic Plan&lt;br&gt;Gippsland Transport Plan&lt;br&gt;Gippsland Freight Logistics Strategy</td>
<td>Maintain a focus on the need to maintain and improve feeder links into food production areas to ensure efficient transport.&lt;br&gt;Consider opportunities to develop local freight distribution hubs in conjunction with enterprise clusters to reduce supply costs and to facilitate efficient access to new markets.</td>
</tr>
<tr>
<td>1.3 Energy</td>
<td>Dairy Australia: Farm energy audits&lt;br&gt;Gippsland Low Carbon Economy Transition Project&lt;br&gt;Low Carbon Growth Plan for Gippsland&lt;br&gt;Community Energy Efficiency Program</td>
<td>Support initiatives to assist industry to identify emergency energy back up during extreme events&lt;br&gt;Promote initiatives by individual businesses and groups to save power costs and develop alternative power sources e.g. biomass, cogeneration. (See also 1.5 Energy)&lt;br&gt;Support initiatives to distribute information and improve understanding of opportunities for carbon</td>
</tr>
</tbody>
</table>
| 1.4 Water | Macalister Irrigation District: MID 2030  
Gippsland Region Sustainable Water Strategy  
Mitchell Valley Strategy |  
− Work with water authorities to ensure the importance of water for food production continues to be a priority.  
− Work with water authorities and industries to explore opportunities to utilise water supplies more efficiently, recycle wastewater for productive usages and to facilitate movement of water from lower to higher value production.  
− Support water use efficiency initiatives |
| 1.5 Waste Management | Waste Management Infrastructure Study |  
− Support projects to recognise and utilise wastes as sources of energy and plant nutrients. Including the use of farm, food processing and other organic wastes as sources of biomass for energy production and/or soil conditioners and plant nutrient sources. (see also 1.3 Energy) |
| 1.6 Education & Training | Gippsland Tertiary Education Plan |  
− Support the development of new models to link TAFE and higher education systems to provide education pathways to support career long acquisition of technical, business and management skills and knowledge in the Gippsland Food system. (see also 2.11)  
− Promote information about successful models for cooperative and group training in Gippsland. (see also 2.11)  
− Develop initiatives to work with Gippsland food businesses to actively promote understanding by secondary students of the multiplicity career opportunities in the food system that are available through apprentice, TAFE and University training. (see also 2.11)  
− Explore farm intern programs as part of agriculture education programs. |
<table>
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<tr>
<th><strong>1.7 Information &amp; Communication</strong></th>
<th>Gippsland Broadband Engagement plan</th>
<th></th>
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</thead>
</table>
| Encourage investment in infrastructure and systems that support the effective distribution of knowledge and information throughout the Gippsland food system. Facilitate increased opportunities to develop in the digital economy | - Promote the importance of universal access to NBN for development of the Gippsland Food system.  
- Support dissemination of new information and understanding of opportunities to adapt to climate change as it becomes available.  
- Work with LGAs to promote the use of the Gippsland E-Community initiative as an information portal for and about the Gippsland Food system. |  |
<table>
<thead>
<tr>
<th>Priority 2: Continuously Transformed Capability</th>
<th>Current projects</th>
<th>Project opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 Climate Change: Resilience and adaptation</strong>&lt;br&gt;Encourage adaption to climate change and greater resilience in the Gippsland food system. Assist sustainable management of natural resources through identifying, planning and promoting adaptation strategies, supporting new technologies and practices and development of appropriate aides</td>
<td>Gippsland Climate Change Adaptation Project&lt;br&gt;Gippsland Climate Change Risk Assessment&lt;br&gt;Social Dimension of Climate Change&lt;br&gt;Bass Coast and South Gippsland Adaptation Project</td>
<td>- Promote information from DEPI and from GLGN – Melbourne Sustainable Society Institute project (Gippsland Agribusiness Adaptation to Change) throughout Gippsland Food System and to potential investors. Particular emphasis to be given to promoting knowledge about opportunities for new crops / new production areas as a result of climate change.&lt;br&gt;- Work with LGAs and water authorities to ensure that land in areas likely to be least affected deleteriously by climate change are protected for food production and that access to water resources is maintained.&lt;br&gt;- Support ongoing modelling as new information becomes available.&lt;br&gt;- Promote concept that adaption is a continuous long term process.&lt;br&gt;- Publicise successful adaptions / case studies.</td>
</tr>
<tr>
<td><strong>2.2 Industry Capability : Productivity</strong>&lt;br&gt;Encourage the development of systems and technologies that enable significant growth in the productivity of the Gippsland food system and in the quantity of food it produces, while sustaining the natural resource base on which it depends</td>
<td>- Promote awareness of new and emerging technologies that will enable growth in productivity and adaption to change.&lt;br&gt;- Support initiatives to attract investment in the Gippsland Food system, particularly investments bringing new technologies. (see also 4.1 Investment Prospectus )&lt;br&gt;- Promote the concept that Gippsland supports a range of production systems based on the sustainable use of natural resources and is open to investment in new and innovative production, processing and marketing technologies.</td>
<td></td>
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</tbody>
</table>
| 2.3 Industry capability: Diversification & Value Adding | - Promote awareness in Gippsland SMEs of opportunities to build capability and explore product and marketing innovations through facilities such as CSIRO Food Australia, Werribee and Kraft Foods Asia-Pacific Confectionery Centre of Excellence, Ringwood.  
- Support initiatives to explore new local and export markets or maintain awareness of market trends and emerging opportunities  
- Support development of new cooperative business models for distribution and marketing. |
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<tr>
<td>Encourage the development of food related products that add value in existing markets, and/or enable entry to new markets, secure a viable and long-term presence for elements of the Gippsland food system and that grows its economic worth</td>
<td>Managed by DPI</td>
</tr>
</tbody>
</table>

| 2.4 Industry capability: Cost of Compliance | - Work with Gippsland LGAs to harmonise regulations and processes affecting the Gippsland Food System.  
- Promote opportunities for producers to cooperate to obtain group recognition with major business buyers. |
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<tbody>
<tr>
<td>Encourage the development of effective regulatory and/or quality frameworks that foster the competitive advantage of the Gippsland food system and mechanisms that support the ability of businesses to comply with such requirements.</td>
<td>Encourage surveillance for emerging weed and insect pests and new diseases as a consequence of climate change.</td>
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<th>2.5 Biosecurity</th>
<th>- Encourage surveillance for emerging weed and insect pests and new diseases as a consequence of climate change.</th>
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<td>Foster improved levels of biosecurity and the appropriate mitigation of risks and impacts to the economy, the environment, social amenity or human health associated with pests and diseases</td>
<td>Managed by DPI</td>
</tr>
</tbody>
</table>

| 2.6 Distribution and Access | - Promote awareness of new and innovative forms of marketing including direct marketing to consumers.  
- Support projects to map and analyse new marketing systems to identify net benefits to producers and others in the value chain. |
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<tr>
<td>Encourage a variety of means through which a diversity of locally produced and/or processed nutritious foods can be made available to underprivileged and remote members of the regional community</td>
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</table>

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<tr>
<th>2.7 Knowledge, skill and workforce development: Research and Development</th>
<th>- Undertake an audit and establish a database of businesses and other entities connected in the Gippsland Food system and use it to canvas knowledge and skills needs and disseminate information. (see also 2.8, 2.9, 2.10, 2.11)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage research and development relevant to the needs of the Gippsland food system, the</td>
<td>Latrobe Valley Industry and Employment Roadmap</td>
</tr>
<tr>
<td><strong>dissemination of outcomes and the development of best practice based on acquired knowledge and market-related expertise</strong></td>
<td>– Support initiatives to extend/publish technical and research information through the Gippsland food system</td>
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<tr>
<td><strong>2.8  Knowledge, skill and workforce development: Information transfer</strong>&lt;br&gt;Foster mechanisms that promote the effective and timely transfer of knowledge and the uptake of new technologies and systems by entities within the Gippsland food system</td>
<td>– Undertake an audit and establish a database of businesses and other entities connected in the Gippsland Food system and use it to canvas knowledge and skills needs and disseminate information. (see also 2.7, 2.9, 2.10, 2.11)</td>
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<tr>
<td><strong>2.9  Knowledge, skill and workforce development: Sharing knowledge</strong>&lt;br&gt;Develop mechanisms for identification and sharing of innovative practices in the Gippsland food system</td>
<td>– Undertake an audit and establish a database of businesses and other entities connected in the Gippsland Food system and use it to canvas knowledge and skills needs and disseminate information. (see also 2.7, 2.8, 2.10, 2.11)</td>
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<td><strong>2.10  Knowledge, skill and workforce development: Promote training needs</strong>&lt;br&gt;Support the identification of the knowledge and skills requirements of the Gippsland food system and the development of appropriate education and training programs. Promote opportunities for participation in education and training to participants in the Gippsland food system</td>
<td>– Undertake an audit and establish a database of businesses and other entities connected in the Gippsland Food system and use it to canvas knowledge and skills needs and disseminate information. (see also 2.7, 2.8, 2.9, 2.11)</td>
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<tr>
<td><strong>2.11  Knowledge, skill and workforce development: Promote Employment Opportunities</strong>&lt;br&gt;Support the workforce development needs of the Gippsland food system and promote range and diversity of employment opportunities</td>
<td>– Undertake an audit and establish a database of businesses and other entities connected in the Gippsland Food system and use it to canvas knowledge and skills needs and disseminate information. (see also 2.7, 2.8, 2.9, 2.10) – Support the development of new models to link TAFE and higher education systems to provide education pathways to support career long acquisition of technical, business and management skills and knowledge in the Gippsland Food system. (see also 1.6)</td>
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− Promote information about successful models for cooperative and group training in Gippsland. (see also 1.6)
− Develop initiatives to work with Gippsland food businesses to actively promote understanding by secondary students of the multiplicity of career opportunities in the food system that are available through apprentice, TAFE and University training. (see also 1.6).
### Priority 3: Reputation and investment attraction

<table>
<thead>
<tr>
<th>3.1 Market Demand &amp; Trends</th>
<th>Current projects</th>
<th>Project opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gather and disseminate information about local, national and international trends in the demand for food and related services</td>
<td>- Support participation by Gippsland food businesses in international trade delegations and provide opportunities for participants to transfer findings and insights with others. (see also 3.3)</td>
<td></td>
</tr>
<tr>
<td>- Keep abreast of consumer trends and new and emerging markets – local, national and international – through linking and publishing existing databases, research and analysis.</td>
<td>- - Invest in development of an active database and prospectus of Gippsland food products and sourcing contact, which can be used to promote Gippsland. (see also 3.2)</td>
<td></td>
</tr>
<tr>
<td>- Undertake an audit and establish a database of businesses and other entities connected in the Gippsland Food system and use it to distribute information. (see also 2.7, 2.8, 2.9, 2.10, 2.11)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Invest in development of an active database and prospectus of Gippsland food products and contacts, which can be used to promote Gippsland. (see also 3.2)</td>
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</table>

### 3.2 Innovative Marketing

Support the ongoing review of traditional and existing markets for Gippsland’s food products and related services with a view to identifying:

- Opportunities for additional supply of existing products
- New products or methods of distribution that can add value to consumers and providers

More efficient means by which such markets can be serviced

| - Invest in development of an active database and prospectus of Gippsland food products and sourcing contact, which can be used to promote Gippsland. (see also 3.1) |

### 3.3 Market Development

Support the identification and prioritisation of opportunities in new national and international markets in which providers of Gippsland’s food, and

| Current trade delegations initiatives?? | - Support participation by Gippsland food businesses in international trade delegations and provide opportunities for participants to transfer findings and insights with others. (see also 3.1) |
related services can leverage their strengths and competitive advantages to establish, maintain and extend a viable and long-term presence

3.4 Enterprise & Product Development
Encourage the identification of opportunities for regional suppliers to replace the goods and services imported into the regional economy

- Support local initiatives to promote and expand Gippsland food businesses to diverse audiences.
- Undertake an audit and establish a database of businesses and other entities connected in the Gippsland Food system and use it to distribute information. (see also 2.7, 2.8, 2.9, 2.10, 2.11, 3.1)

- Invest in an audit of products imported by Gippsland distributors by type and volume.
- Explore opportunities/barriers for Gippsland businesses to offer product replacement of imports.

3.5 Build Regional Image
Foster increased opportunities for visitors to the Gippsland region to access and appreciate the capability of the Gippsland food system and the quality of the food it produces

- Support initiatives to work with farm based tourism and the Gippsland tourism and hospitality sectors to identify and promote Gippsland foods. (see also 3.6)
- Initiate publicity for Gippsland businesses and products to build awareness locally of the diversity and quality of Gippsland food products. (see also 3.6)

3.6 Promote Regional Image
Promote the capability of the Gippsland food system, the quality of the food it provides and the benefits and opportunities associated with Gippsland’s food system to current participants, potential investors and the regional community

- Support initiatives to work with the Gippsland tourism and hospitality sectors to identify and promote Gippsland foods. (see also 3.5)
- Initiate publicity for Gippsland businesses and products to build awareness locally of the diversity and quality of Gippsland food products. (see also 3.5)
- Develop a prospectus to promote capabilities of the Gippsland food industry and opportunities for new investment in the Gippsland food sector (see also 4.1)
## Priority 4: Advocacy and informing policy development

### 4.1 Investment Prospectus
Grow the level of support from policy makers and Government funding programs for the Gippsland food system through the effective advocacy of needs and promotion of its capabilities, opportunities and the benefits

- Develop a prospectus to promote capabilities of the Gippsland food industry and opportunities for new investment in the Gippsland food sector. (see also 3.6)

### 4.2 Coordinated Regional Advocacy
Encourage a coordinated and integrated approach to the representation of the interests of the Gippsland food system

- Encourage Gippsland businesses together with LGAs and state agencies to identify highest priorities for government investment and support and to work cooperatively to promote Gippsland priorities to state and commonwealth governments.
- Establish an advocacy group representative of key Gippsland agencies to articulate and promote Gippsland interests consistently with government and private sector investors.

### 4.3 Regional Performance Statistics
Support the collection and reporting of information on the economic value of the Gippsland food system and develop abilities to identify the economic impact of growing the capacity and capability of the system

- Initiate a cooperative project with LGAs and other agencies to regularly extract Gippsland agriculture, food and trade statistics from national and state data bases, interpret trends professionally in their Gippsland context and promote information to all LGA’s and Gippsland business leaders.

### 4.4 Alignment of Sectoral Strategies
Promote a high level of alignment between land use, environmental management, community development and wellbeing, infrastructure development and economic development strategies and settings of policy makers throughout Gippsland and the strategic needs of the Gippsland food system

- Undertake a process of gap analysis with key industry, government and community leadership groups
- Require documentation for new projects to identify linkages to current regional development planning and activities

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<thead>
<tr>
<th>Current projects</th>
<th>Project opportunities</th>
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<tbody>
<tr>
<td>Gippsland Regional Strategic Plan</td>
<td>- Gippsland Regional Strategic Plan</td>
</tr>
<tr>
<td>Gippsland Integrated Land Use Plan</td>
<td>- Gippsland Integrated Land Use Plan</td>
</tr>
</tbody>
</table>
## 4.5 Monitor Food Plan Implementation

Encourage ongoing stakeholder engagement within the Gippsland food system with respect to the identification of opportunities, issues and priorities and the monitoring the implementation of the Gippsland Food Plan.

| | - Ensure the integration of the Gippsland Food Plan into the Gippsland Regional Strategic Plan
| | - Establish a Gippsland Food Plan Implementation Taskforce to:
| | - Recommend implementation projects and partnerships to RDAG
| | - Oversight implementation of projects.
| | - Regularly report implementation progress to RDAG
| | - Involve key industry, government and community leadership groups in progress reviews.

### Part 4: Implementation
9. **Performance Framework**

A performance framework will measure and monitor progress towards achieving the Plan vision and outcomes. This framework is based on the Plan program logic.

<table>
<thead>
<tr>
<th>Vision</th>
<th>Achieve sustainable environmental outcomes</th>
<th>Be widely recognised and valued</th>
<th>Recognise the contribution of food to health, wellbeing and community development within the region and further afield.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expand the Gippsland food system’s value and its contribution to the regional economy</strong></td>
<td><strong>The food system is equipped with the technical skills and business knowledge to implement best practice and collaborates to manage change.</strong></td>
<td><strong>The food industry understands and has the ability to capture opportunities in a wide variety of markets.</strong></td>
<td><strong>The food system is regarded nationally and internationally as a region of food producing excellence.</strong></td>
</tr>
<tr>
<td><strong>The food industry practises sustainable management of its natural resources optimising water, waste, energy and carbon.</strong></td>
<td><strong>The food system operates in a cost competitive and sustainable business environment and improves its productivity to encourage investment.</strong></td>
<td><strong>The food industry is serviced by efficient and effective infrastructure.</strong></td>
<td><strong>The food system captures regional and community development opportunities.</strong></td>
</tr>
</tbody>
</table>

### Long term outcomes

| Area of high quality land protected for agriculture | Industry efficiency | Industry water use efficiency | Waste generation and recycling | Delivery times to Melbourne and other capital cities | Food production | Food manufacturing | Employment in the food system | New commodity and industry sectors | Accreditation of food system participants | Gippsland youth participating in food industry education | Reputation of the food industry as a career path of choice | Participation in regional food industry training | Gippsland food entering new markets | Growth in market share | Import replacement | National Gippsland brand recognition | New private and public investment in the region | Gippsland food industry recognition in Government | Benchmarking of food system |
|---------------------------------------------------|---------------------|------------------------------|-------------------------------|-----------------------------------------------|---------------|--------------------|-----------------------------|---------------------------------|--------------------------------|-------------------------------|----------------------------------------|-----------------------------|----------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|---------------------|
| **Developing and improving the infrastructure to support greater capability including protecting productive land, and maintaining and developing transport, energy, water, waste, communication and education systems that facilitate the Gippsland food system’s efficiency, competitiveness and capacity to innovate.** | **Encouraging and promoting the development of the knowledge, technologies, systems, skills and innovation required by the Gippsland food system to effectively respond to rapidly changing economic, environmental and social opportunities and challenges.** | **Identifying and pursuing opportunities for the Gippsland food system to achieve improved viability and relevance in existing and new markets, supporting the development of relevant products and services and promoting the system’s attributes, capabilities and the opportunities for new investment.** | **Advocating to all levels of Government on the needs of the Gippsland food system and the benefits it delivers, fostering the development of relevant, evidence-based policy and pursuing ongoing engagement with stakeholders.** |

### Project activities

|--------------------------------|---------------------------------|-------------------------------------|---------------------------------------------|----------------------------------------|-------------------------------|---------------------------------|-----------------------------|-----------------------------|---------------------|------------------|
10. Implementation: A partnership approach

The Gippsland food system is faced with a number of challenges and opportunities. The responsibility for implementation and action rests with industry, government and community organisations working in partnership.

The Food Plan underpins the development of the food system in Gippsland. As such, there are many stakeholders and participants across the value chain. Each of these participants has a role to play in achieving the vision.

The role of industry

Industry and businesses are clearly responsible for identifying, analysing and capturing the opportunities before them. A strategy can only do so much; individuals and individual businesses must make their own decisions based on their own business drivers.

The role of Government

The role of the Government involves facilitating sustainable economic growth as well as protecting and enhancing the social and environmental goals outlined in Gippsland’s Regional Strategic Plan:

Overarching responsibilities include:

- Provision of public infrastructure
- Land use and resource planning
- Education
- Ensuring sustainable resource use across competing industries
- Provision of information and facilitation of administrative process

RDA Gippsland invites organisations and industry groups to propose partnerships and jointly funded projects, which are consistent with the direction and priorities of this Gippsland Food Plan.

11. Governance Framework

Governance of the Food Plan will be overseen by Regional Development Australia, Gippsland. The Gippsland Food Plan Steering Committee recommends the establishment of a Gippsland Food Plan Implementation Taskforce to:

- Recommend implementation projects and partnerships to RDA Gippsland
- Oversight implementation of projects.
- Regularly report implementation progress to RDA Gippsland

The Steering Committee also recommends:

- That the opportunity should be taken during the current review of the Gippsland Regional Plan to fully integrate the Food Plan into the Regional Plan as a principal source of employment and driver of the regional economy.
• That the Food Plan be promoted with key industry, government and community leadership groups and that reviews of implementation and progress should include inputs from these groups.
## Appendix 1  Gippsland Food Plan Committee Membership

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robin (Ras) Lawson</td>
<td>Agribusiness Gippsland</td>
<td>Chair after July 2012</td>
</tr>
<tr>
<td>Mary Aldred</td>
<td>Committee for Gippsland</td>
<td></td>
</tr>
<tr>
<td>Alex Arbuthnot</td>
<td>RDA - Gippsland, VFF</td>
<td></td>
</tr>
<tr>
<td>Danielle Auldist</td>
<td>GippsDairy</td>
<td></td>
</tr>
<tr>
<td>Liz Clay</td>
<td>Organic Industry</td>
<td></td>
</tr>
<tr>
<td>Tim McAuliffe</td>
<td>Department of Business and Innovation</td>
<td></td>
</tr>
<tr>
<td>Tom Ponting</td>
<td>East Gippsland Food Cluster (after July 2012)</td>
<td></td>
</tr>
<tr>
<td>Mark Sandeman</td>
<td>Monash University, Gippsland</td>
<td></td>
</tr>
<tr>
<td>Des Williams</td>
<td>Department of Primary Industry</td>
<td></td>
</tr>
<tr>
<td>Nicola Watts</td>
<td>RDA Gippsland</td>
<td>Chair to July 2012</td>
</tr>
<tr>
<td>Tim Owen</td>
<td>Department of Health</td>
<td></td>
</tr>
<tr>
<td>Andrew Bulmer</td>
<td>East Gippsland Food Cluster (to July 2012)</td>
<td></td>
</tr>
</tbody>
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