

International Nuffield News

December 2008



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From the International Chairman – Peter Nixon

This, the second issue of this newsletter, comes at a particularly turbulent time for the financial world, still with the probability that there is some time until it is played out and with uncertain consequences for us all.

Commodity prices have retreated as dramatically as they improved last year. Some of us in the Southern Hemisphere have been cushioned by exchange rates but the uncertainty of these volatile times does have an impact.

We are pleased to announce with this newsletter the launch of the International Website. Please see page 3 for further details.

As we enter this festive season, I send you all good wishes with the hope that you are managing the difficult times and that your families are well. Have a happy and joyful Christmas with those closest to you.

Peter Nixon (International Chairman)



Bereavement

Neil Purdon, a 1956 Zimbabwe Scholar passed away in October.

Congratulations

- To **Andrew Fowler (2000) and Marie** on the birth of twin girls, Alica and Bronagh, in July.
- To **Simon Tiller (2008) and Felicity** on the birth of their first child, a boy, Lachlan.
- To **Garry Hannigan (2006) and Tracy Maddern** upon their recent engagement
- To **John Foss (2001) and Kate Helliwell** upon their recent marriage.
- To **Cameron Tubby (2009) and Teresa** on the birth of Grace Louise Bell in November.

For Your (long term) Diary

The 2011 International Conference is to be held in Australia.

Dates are September 25th to October 9th 2011

An Epic Blog

2008 Australian Scholar Graham Finlayson recorded his Nuffield travel experiences on a "blog" as he went. He also took many interesting photos.

Nuffield has combined Graham's writings and photos into a document that provides a fascinating insight into the experiences of a Nuffield Scholar.

You can find it on the new International website www.nuffieldinternational.org

China Tour

Angus Christian, who leads our Scholar's tour to China each year, has offered to guide an additional tour in mid June 2009. He requires a minimum of 10 participants.

If you have any interest in being part of a 10 day tour of China, please let Jim Geltch know ASAP. jimgeltch@nuffield.com.au.

Tales of a Kiwi Scholar

By James Parsons, 2008 New Zealand Scholar

I was far from the green hills of my Northland sheep and beef farm. Below me the Auckland Airport dropped away as I sat aboard a 747 destined for Melbourne. I was starting out on the incredible Nuffield adventure and burning in me was a huge desire to come up with some solid answers for my fellow producers. It was February 2008 and I wasn't to see the shores of NZ again for nearly half a year.

I started with two and a half weeks of my own studies through Victoria and Tasmania staying with various Scholars and receiving some amazing hospitality. I

was then to rendezvous in Melbourne for the CSC (Contemporary Scholars Conference), where all the international Contemporary Scholars gathered for a week-long conference. This was a great week with stimulating speakers, farm visits and strong friendships formed. Numerous good natured debates raged backwards and forwards often into the early hours of the morning. The development of the CSC was a very smart move, and its help in strengthening the Nuffield community internationally is massive.

The CSC finished and immediately ten of us (eight Aussies, a Canuck and myself the Kiwi) were on a plane to California starting our six week GFP (Global Focus Program). The GFP component was really about parking our own specific study topics, and instead developing a global agricultural perspective. Subsequently I gained a much greater appreciation for irrigation, cropping, horticulture and poultry than I ever would have if I was travelling on my own. We quickly became a well oiled team, navigating airports, restaurants, hotels and the like. With interviews up to four times a day we reveled in asking the searching questions of bureaucrats, researchers and business people alike, through the USA, Mexico, Canada, Brazil and finally the UK.

Our team leader was rotated every day and our one permanent appointment was Treasurer Rob Kestel – chicken farmer from Western Australia. Armed with his notebook and pink treasurers' purse Rob did a superb job, and was certainly one of the characters of the group. The GFP was definitely no junket, never staying in one place

more than two nights, generally getting to bed after midnight and up and going again at around 6.00 to 6.30am. Most of the boys had families so evenings before bed included Skyping family back home on our laptops (free live video via internet). A scholars' laptop was an invaluable communication tool and losing it would be something akin to amputation of the arm. The GFP was fantastic and gave all of us a wonderful foundation and context to build our personal studies on.



Our GFP group in Brasilia. Missing is Canadian Scholar Steve Larocque taking the photo.

It was farewell to my travel companions and time to selfishly indulge in my own study. For

the next three and a half months I navigated the USA, Canada, UK, Ireland, and Netherlands, and finished by joining the second GFP group in China. In that time my study title changed a couple of times, which was largely a reflection of my maturing thoughts about it. While my end goal and primary motivation didn't change i.e. producers becoming more profitable, the strategy of achieving that goal i.e. the study topic did. I often describe my scholarship as a journey of the mind.

My research topic was "Supply Chain Relationships and Value Chain Design". Rather than just learning what people do, I took a very principle-based approach. Locking down the principles underlying people's behavior enables you to very quickly cut through the fog of detail to find the key ingredients or flaws in any issue, and in my case supply and value chains. Below are just a few of those key principles I uncovered:

1. **"The system determines the culture"** - if you want to change a culture the point of intervention must always be the system.
2. **"True leaders redesign the system to get an exponential result. Good managers just optimise the system to get the maximum potential the system allows."**
3. **"You must connect people with the consequences of their choices"** – unless people are connected with the consequences, be they good or bad, they will never change.

4. **“External competition is healthy, but internal competition within a chain is counterproductive.”** - our traditional commodity supply chains are built on internal competition where each chain partner seeks to buy low and sell high up and down the chain. What better way to create a culture of poor communication and mistrust. Redesigning the system away from internal competition and focusing instead on out-competing other chains makes a far stronger and more cohesive chain.

Amongst agri-food chains globally the value chain approach seems to be catching on very quickly. To my mind, a lot of what is driving this is that many producers are now seeing the ceiling of their production systems, their blind pursuit of more and more efficient production has harvested the bulk of low hanging fruit. The innovators now see streamlining the chain as the big opportunity through aligning all the chain partners and capturing massive efficiencies in the process. Modern communication technology is speeding this process along.

The question I pose is: Who will bank these efficiencies in the form of increased profits? Sadly, under the status quo producers embracing this as the path to great riches will be disappointed. My pick is that in ten years time, the value-chain approach will be as common place as traditional commodity supply chains are today. Unless there is a redistribution of power in the supply chain to producers, by producers acting collectively, capitalism dictates that the current chain leaders, in many cases the retailers, will bank any increased profits or pass them on to the consumer in their battle against food inflation meanwhile keeping the other chain partners, including producers, on subsistence margins.

As we head into these uncertain times of increasing international volatility, I feel incredibly excited. There are immense opportunities for those who are informed and nimble. Being a Nuffield Scholar has given me a fantastic gift in being one of a select few producers that have a fresh global perspective and context, a global network of contacts, and the confidence to act on the knowledge that flows from that. What an amazing gift Nuffield has been.

We are very pleased to announce the launch of the Nuffield International Web Site-www.nuffieldinternational.org. It is our aim that this will become the International link for all scholars, providing ready access to scholar reports, coming national events and links to relevant web sites. Please take a look. Comments and suggestions would be most welcome.

2009 Nuffield Events Calendar

DATE	EVENT	VENUE	HOST
19 th -21 st January	Interviews for 2009 Awards	Bedford Square	Nuffield UK
10 th Feb	Executive Board		Nuffield UK
21 st Feb-5 th April	Global Focus Program Feb/March group	New Zealand, UK, Brazil, Canada, Washington DC, Mexico, California	Nuffield Australia
1 st -7 th March	Contemporary Scholars Conference (CSC)	London and rural UK	Nuffield UK
16 th -19 th April	Autumn Tour	Cairns Qld	Queensland Nuffield
17 th April 2009	Scholar Presentations	Cairns Qld	Nuffield Australia
2 nd June-12 th July	Global Focus Program June/July group	Philippines, China, Mississippi, Canada, Ireland, France	Nuffield Australia
10 th -11 th June	Cereals 2009	Vine Farm	Nuffield UK
26 th -28 th June	Becket Scholars	Herefordshire	Nuffield UK
27 th July-7 th August	State selections	All Australian States	Aust State Assocs.
31 st Aug-1 st Sept	National selection	Melbourne	Nuffield Australia
22 nd -25 th October	Spring Tour	Sydney	NSW Nuffield
23 rd October	Scholar presentations	Sydney	Nuffield Australia
23 rd October	Nuffield Awards Dinner	Sydney	Nuffield Australia
30 th -31 st October	2009 Winter Conference	Cheshire/North West area	Nuffield UK
February 2010	CSC	USA	Nuffield International

Around the Globe

Australia



- We have awarded 16 2009 scholarships with study topics including emissions trading, precision agriculture and feed sources for aquaculture.
- Over 160 people attended the presentation dinner on the Spring Tour in Hobart in early October.
- Presentations from returning scholars who travelled in February 2008 were excellent.
- As part of the Spring Tour we ran a leadership forum that attempted to discover where our next group of farm leaders are to come from.
- New scholars from the UK and Ireland are invited to join one of the 2009 Global Focus Programs. Contact Nuffield Australia if you are interested.

New Zealand



- Three 2009 scholarships have been awarded. They will all be joining one of the Global Focus Tours offered by Nuffield Australia.
- Returning scholars, Craige Mackenzie and James Parsons gave a brief presentation to our sponsors at the annual function run by the Trustees. Ali Undorf-Lay was still completing her travels and was unable to attend.
- Canterbury will be the venue for the 2011 Contemporary Scholars conference.

United Kingdom



- Over 200 past and present Nuffield Scholars gathered for the 61st Annual Nuffield Conference in Exeter



- 19 papers from 2007 Scholars were presented along with three papers from the 2007 Frank Arden Award winners, who offered a range of robust practical recommendations on 'The Carbon Footprint of UK Farming'.
- The 'Steven and Gill Bullock Award for Innovation' was awarded to Andrew Dyke of Salway Ash, Bridport, Dorset.
- Diana Allen was awarded the HSBC/Farmers Guardian Silver Salver for her report on 'Improving cow comfort, nutrition and health to increase profit'.
- The John Stewart Shield for the Best Conference Presentation went to Mike Tyers for his delivery of 'Ways in which poultry farmers can reduce their environmental footprint'.
- The 2008 UK Nuffield calendar of study and regional group meetings has seen visits to all corners of the country. Highlights included:
 - an inspirational presentation at the Beckett Scholar Group meeting by market research specialists, Summit Media, a business developed from a student's project within a prison;
 - the Horticultural Group visit to Thatchers Cider Company, demonstrating how a very substantial investment can pay off, and how high-tech and strong traditional practices can successfully run side-by-side;
 - some heated industry debate and discussion at the East Midlands group meeting on whether the UK should 'crop or fallow' at today's input prices, with additional presentations from Neil Rowe NSch, speaking on 'Precision Livestock Farming' and reports from recently returning Scholars, Ben Stanley and Nick Ward;
 - and a purely 'family affair' at Ed Dale's family farm, near Congleton, where Scholars and their families gathered at the Maize Maze, a visitor attraction appealing to 10,000 visitors a year, created by Mark Tripney NSch.



New Scholars– Australian, Canadian and NZ Scholars Selected for 2009 Travel

February/March Global Focus Program

Stuart Barden

Gilgandra, NSW, Australia.

Stuart will study grain growing in marginal and low-rainfall areas with the aim of producing better and more consistent yields, as well as improving water-use efficiency through micro water harvesting. Stuart and his wife, Annie, are growing 12,000 hectares of winter crops.



Benjamin Morris

Toongabbie, Victoria, Australia

Ben will study methods for improving soils to produce higher yielding crops. Ben manages farming operations across 540 hectares producing canola, winter cereals and legumes and runs a Border Leicester-Merino-cross flock to produce export quality prime lambs.



David Cussons

Kojonup, Western Australia

David will study how agricultural industries can develop modern communication strategies to improve public perceptions of farming and agriculture to the media. David manages his family's 1,000-hectare mixed wool and cropping property with his wife, Kelly, and his parents.



Leon Ryan

York, Western Australia

Leon will study factors driving demand for grains and potential product substitutions. Leon is manager of the family's 3,000-hectare farming operation producing winter cereals, canola and pulses, and running a 1,000-ewe breeding flock.



David Drage

Warracknabeal, Victoria, Australia

David will study the opportunities and challenges that emissions trading presents to broadacre farmers. David manages a 1300-hectare family-owned dryland property and share-farms another 400-hectare property assisted by his father and brother.



Brendon Tierney

Walebing, Western Australia

Brendon will study the way capital is employed in farm businesses and whether there is a more efficient way to use this capital. Brendon operates a 1800-hectare mixed farming enterprise in partnership with his father and uncle. Typically one third of the property is cropped to wheat.



James Hassall

Gilgandra, NSW, Australia

James will study the role of precision agriculture (PA) in the future of farming and the new technologies being developed to enhance PA. James is manager of his family's farming operations, cropping 2,000 hectares with winter cereals and legumes using no-till and precision techniques.



Cameron Tubby

Morawa Western Australia

Cameron will study innovative, sustainable and profitable farming systems suited to Mediterranean and semi-arid climatic zones. Cameron and his wife, Teresa, work in a partnership with Cameron's parents and three brothers, cropping up to 4,000 hectares of cereals and legumes.



Alec Jack

Pakaraka, New Zealand

Alec will study issues related to environmentally sustainable and profitable pastoral farming systems. These include anticipating and exceeding the environmental/humane/ethical standards that customers require. Alec is a beef farmer and represents the Northland supplier shareholders on the Silver Fern Farms North Island Suppliers' Council.



Bruce Watson

Parkes, NSW, Australia

Bruce will study the factors influencing grain prices and long-term price trends as well as reviewing risk management options for growers to better manage price volatility. Bruce is a director of the family's farm business cropping 3,500 hectares of winter cereals, oilseeds and pulses using no-till and controlled traffic farming techniques.



June July Global Focus Program

Robert Bradley

Longford, Tasmania, Australia

Robert will study how to better manage crop, pasture and livestock rotations to improve farm profitability and sustainability. Robert and his wife, Jo, farm with Jo's brothers, under a company structure. They have 1,000 hectares of irrigated and 2,000 hectares of dryland crops



Jennifer Hawkins

Finley, NSW, Australia

Jennifer will study emissions trading and methods for calculating greenhouse gas emissions and storage on-farm. She and her husband, John, operate a mixed irrigation enterprise which includes rice, canola, winter cereals, feedlot beef cattle and prime lambs.



Julie Brien

Greenthorpe, NSW, Australia

Julie will study how sheep genetics and management strategies can increase lamb production from an existing ewe base. Julie works as livestock manager in her family's business running a composite breeding flock of 1,000 to 2,000 ewes for prime lamb production.



Mandi McLeod

Te Awamutu, New Zealand

Mandi will research business continuance and succession planning focusing on leadership, management and governance at the family farm, corporate farm and industry levels. Mandi is a dairy farm consultant and has been actively involved in agriculture for the past 15 years.



Adam Butterworth

Port Lincoln, South Australia

Adam will study the integration of seaweed with commercial mollusc production to provide an on-site food source, complementing artificial feeds. Adam is Manager of South Australian Oyster Hatchery Pty Ltd, producing Pacific Oyster spat for the South Australian market.



Paul Mumford

Won Wron, Victoria, Australia,

Paul will study the costs and benefits of different dairy farming systems. Paul and his wife, Lisa, operate a dairy farm. They milk year-round, with split calving, and their herd peaks at 450 head in October.



Karen Daynard

Guelph, Ontario, Canada

Karen will study the recruitment of young people to agriculture-related careers, including food, environmental and health and economics, and ways to increase enrolments in tertiary agricultural courses in Canada. Karen operates her own agricultural public relations and marketing firm.



Gregg Pardoe

Gisborne, New Zealand

Gregg will study indigenous peoples and how they have adapted to modern farming practices. Gregg is the Operations Manager for Arai Matawai Incorporation, a Maori-owned corporate farming business that produces cash crops, prime beef and lambs.



Thomas Frankcomb

Ranelagh, Tasmania, Australia

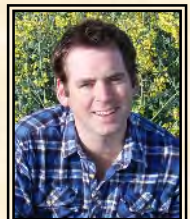
Thomas will study opportunities to minimise chemical use in the production of hops, and potential markets among boutique brewers. Thomas runs an apple and cherry orchard as a family business in partnership with his wife Ruth and they operate contract storage and packing facilities.



Evan Ryan

Yarrowonga, Victoria, Australia

Evan will study the role of soil micronutrients in improving yields from broadacre cereal and oilseed production.



Evan is co-manager of the family farm business with his parents. Their 1,000-hectare property 'Clontarf' includes 400 hectares of flood and sprinkler irrigation.