

# Restructuring a Farming Systems Group



## What did the MacKillop Group learn?

Prepared by Krysteen McElroy  
Chief Executive Officer of MFMG

# The past.....

## Management Committee

8 Grower Reps (incl Chair)

1 Industry rep (SARDI)

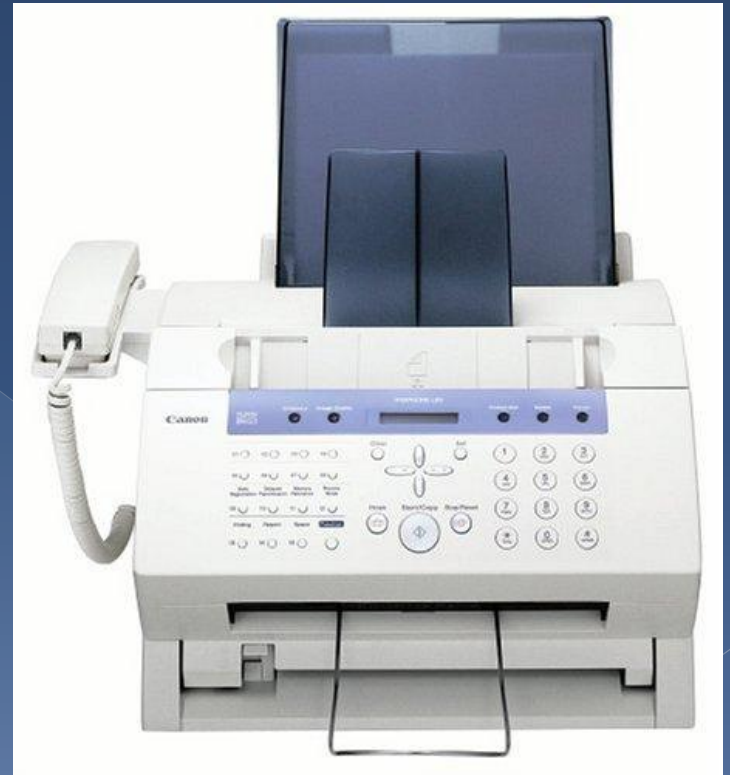
2 – 4 Sponsors/Agri-business rep

Operations Officer

Executive Officer

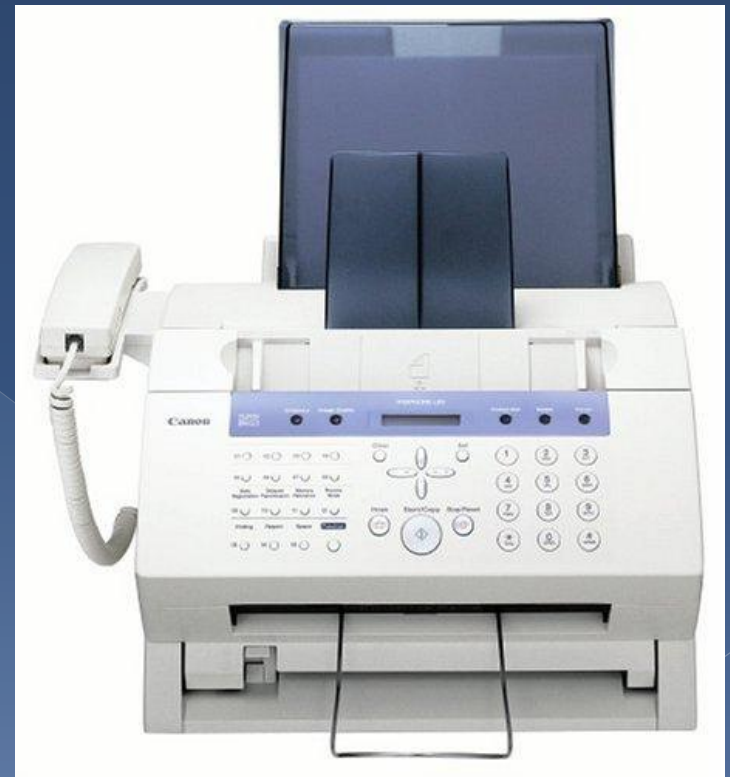
# WHY DID WE NEED CHANGE?

Did we want to become like the fax machine?



# Need to avoid being like a Fax Machine.....

still working,  
but not needed,  
used and  
valued like we  
were in the  
past.



# What is our Value?



*What role will MFMG play in the future of agriculture in the South East?*

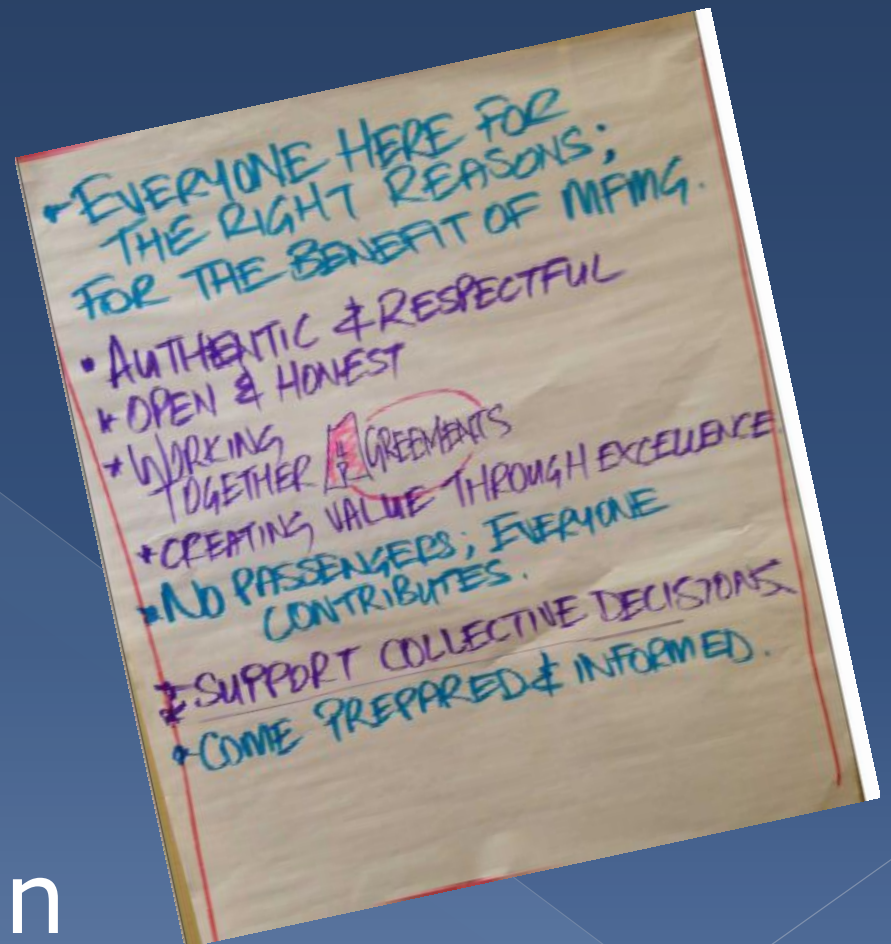
# Innovate, Endure or Exit?

*Key areas that needed to be addressed*

- ❖ Management structure
- ❖ Staff levels and workloads
- ❖ Stakeholder engagement
- ❖ Research, development, extension
- ❖ Adoption

# HOW DID WE GO ABOUT IT?

- Research
- Discussions
- Scare tactics
- Strategic Planning session



## 6 KEY QUESTIONS

1. WHY DO WE EXIST?
2. HOW DO WE BEHAVE?
3. WHAT DO WE DO?
4. HOW WILL WE SUCCEED?
5. WHAT IS MOST IMPORTANT,  
RIGHT NOW?
6. WHO MUST DO WHAT?



# The New Structure



# The Board

- ✓ 4 x Growers Members (includes Chair)
- ✓ Chief Executive Officer (staff)
- ✓ 3 x Industry/Agri-business representatives

## Quarterly Meetings

formal with agenda , reports and minutes

## Responsibilities

Corporate Governance, Strategic Planning, Legal and Regulatory, Financial monitoring, Human Resource Management, Risk Management, Social responsibility, Marketing and Communication, Government Advocacy

# The Operations Committee

- ✓ 8 Grower Member Regional representatives (incl Chair)
- ✓ Operations & Research Officer (staff)
- ✓ Chief Executive Officer (staff)
- ✓ Cropping, Livestock and Irrigation Specialists
- ✓ Researcher
- ✓ 2 x Industry/Agri business rep

## *Bi-monthly Meeting Structure*

Semi formal with Minutes recorded, Facilitated session

## *Responsibilities*

Operations, Project Management, Extension, Member communication, Marketing

# Regional Advisory Groups

## Meeting structure

Informal in paddock or central location facilitated by Grower rep on Operations Committee in conjunction with Operations & Research Manager

## Responsibilities

communication of issues from region and requirements of members

Aim was to link in to existing groups  
ie Ag Bureaus etc

# What were the hard bits?

- ✓ Making sure everyone was on the same page
- ✓ Not everyone understood
- ✓ Keeping a focus on the big picture

# Is it working?

## In hindsight – was it the right thing to do?

Absolutely.....

We think so!



**At this stage  
it looks promising**