

BRAIDWOOD GARLIC GROWERS CO-OP LTD BUSINESS PLAN 2018-2022

To successfully develop and promote collaborative approaches to growing, marketing and distribution of quality cool climate garlic

April 2018

Version Control

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Executive Summary

The Braidwood Garlic Growers Co-op Ltd (BGGC) was established in 2017, to support and promote sustainable garlic growing in the Southern Tablelands region. It does this through education and support for individual member growers; providing a centralised marketing and distribution service; sharing information, knowledge and resources among members; and facilitating bulk discounts for the purchase of input materials such as straw and fertiliser.

The Co-op is owned and controlled by members, who appoint a Board of Directors elected to manage BGGC business activities. The Board is assisted by several member-based Committees that focus on particular areas of operations: Finance and Operations; Marketing and Communications; and the Garlic Festival.

In the next five years, the focus will be on establishing the Co-op as a sustainable and economically viable entity. Specifically, the priorities will be:

- Grower support - education and information;
- Expanding grower production;
- Marketing - membership, sales and distribution;
- Branding and reputation – maintaining top quality garlic and growers;
- Bulk buying of inputs such as mulch and fertiliser;
- Capturing bulk production advantages;
- On-farm storage facilities;
- Access to shared equipment; and
- Trained seasonal workforce.

A high-level programme of activities and timeframes has been developed to meet these priorities (see Section 3). This will be translated into work plans for each of the Committees, and progress will be monitored by the Board and reported regularly to members.

The BGGC has also developed a financial model (see Section 4) to help put the Co-op on a sound and sustainable economic footing.

A Risk Management Plan, Marketing Plan and Quality Management Framework have been developed to support achievement of the Co-op's objectives. Responsibility for actioning these is vested with the Board, although specific tasks may be actioned by Committees or other individual members.

The BGGC has also developed a Biosecurity Manual for members. Management of biosecurity risks is an essential part of delivering a quality product and is the responsibility of individual growers.

This is the first Business Plan for the BGGC. It will be reviewed annually to ensure continued relevance, and to monitor progress towards achievement of objectives.

1. The Co-op

The Braidwood Garlic Growers Co-op Ltd (BGGC) was established in 2017, under the Co-operatives National Regulations applying in NSW, and is a distributing co-operative with share capital. It evolved from an earlier producers' association, the Braidwood Garlic Growers Group. Many of the principles and learnings from this group influenced the shape, structure and rules of the Co-op, particularly the commitment to chemical free and sustainable production techniques and holistic management.

Mission

- Promote the growing of garlic in the Southern Tablelands area;
- Share information and advice and continue to encourage new growers of garlic in the area;
- Promote chemical free and regenerative land practices when growing garlic, taking into account natural diversity and sound management of natural resources;
- Develop and promote collaborative approaches to growing, marketing and distribution of garlic in the region; and
- Assist growers maximise their on farm income and supply Australian grown garlic all year round.

Objectives

BGGC objectives, as set out in the Rules of association, are:

- Create a knowledge, marketing and economic hub that facilitates the production of regionally grown garlic by both small and larger scale producers, and aims to extend the region's production season to include mid and late season varieties;
- Support garlic growing that is carried out in a sustainable way, using organic principles, without the use of artificial chemicals and fertilisers; and
- Assist growers who aim to produce an economically viable crop and achieve a consistent quality standard, which fosters promotion of the "BraidGarlic" brand.

Activities

The Rules also set out primary activities:

- Be a marketing group which promotes the co-op's brand and the quality and provenance of the garlic grown by members;
- Share garlic growing related knowledge, information and production resources between members;
- Implement standards for the classification, grading, packaging and labelling of garlic grown by members;
- Support members in selling the garlic they have grown; and
- Facilitate bulk purchasing of production inputs for members.

Co-op Structure

The BGGC is owned and controlled by its members. This democratic decision-making process is one of the fundamental differences between a co-operative and a company and guides the BGGC approach to activities and priorities. For the BGGC to thrive, it needs active members participating in Co-op activities as well as focusing on their own garlic production. The structure and membership provisions are set out in the Rules and associated Operating Procedures.

Governance and Management Systems

Corporate governance is the system by which organisations are directed and managed. It influences how the objectives of the organisation are set and achieved, how risk is monitored and assessed, and how performance is optimised. Good governance structures encourage organisations to create value (through entrepreneurship, innovation, development and exploration) and provide accountability and control systems commensurate with the risks involved.

The major elements of good governance structures are:

- **monitoring the business** with the objective to enhance member value
- **establishing structure and process** through which management remains accountable to stakeholders
- **effectively managing** relationships with integrity and whole organisation attitudes to produce enhanced performance
- **ensuring a framework that will assure stakeholders** that the organisation is fulfilling its responsibilities with due diligence and accountability

The BGGC governance structure, for the short to medium term, is set out below. Further information on roles and responsibilities is set out in section 9, Operations and Resources Plan.

Figure 1: BGGC Governance Structure (short to medium term)



Committees are comprised of Co-operative members, as part of fulfilling their obligations for active membership under the Co-op Rules. Over time, the number and focus of committees may be changed and we will explore options to employ paid co-ordinators.

Directors

The BGGC has a Board of Directors whose role is to manage the business of the BGGC and to oversee the activities of the various committees.

Directors and committee membership are published on the website.

Co-op Advisors

BGGC received assistance from the Farming2gether Program and Charterpoint Pty Ltd in preparation of this business plan and supporting documents. Resources from Co-ops NSW, the AGIA and the NSW Department of Primary Industries were also used extensively. The support of the following people is gratefully acknowledged:

- Dave Ellis;
- Georgina Byrnes;

- Helen Lynch;
- Bronwyn Richards;
- Julie Coleman
- Anna Farnham; and
- Matt Reid.

2. Environment

The National Context

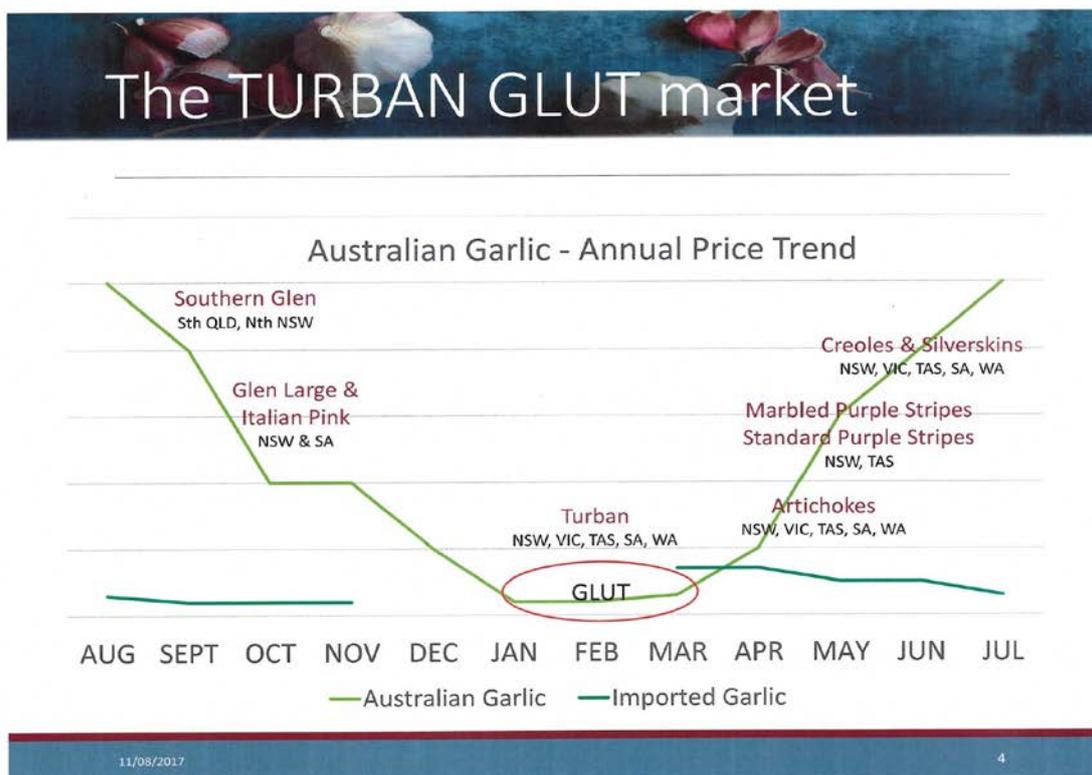
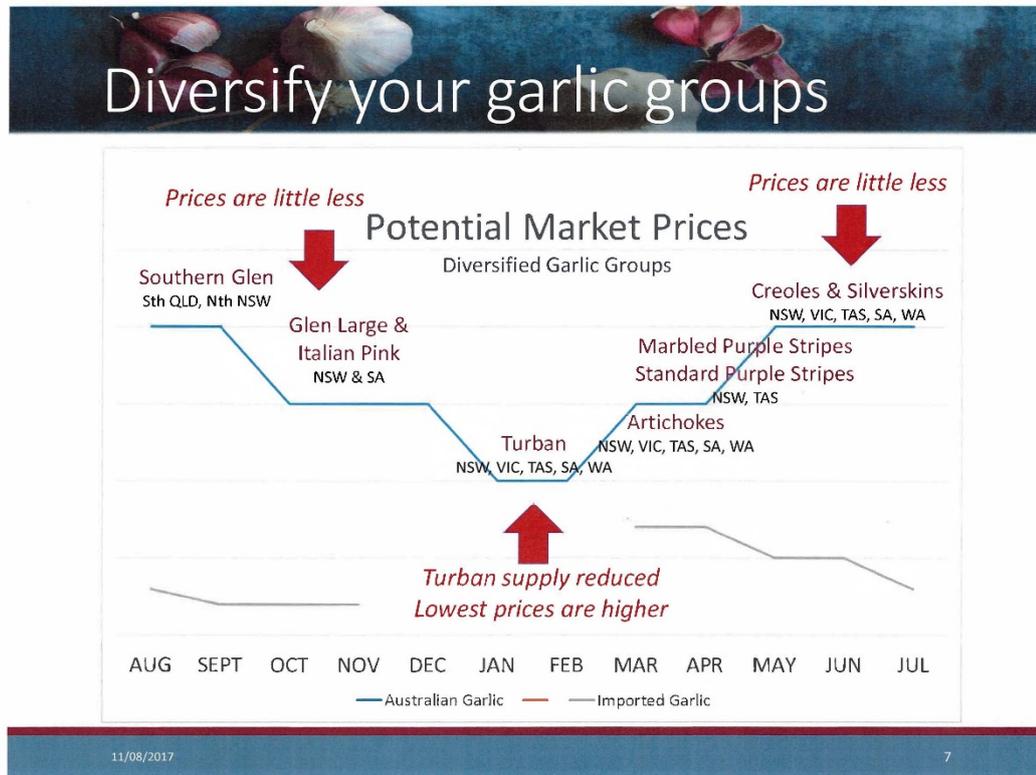
According to the Australian Garlic Industry Association's (AGIA) 2015 Strategic Plan:

- "In 2010, about 1.8 million hectares was devoted to growing garlic worldwide, producing about 18 million tons (United Nations Food and Agriculture Organisation). Australians consume approximately 12,000 tons of garlic a year, and about 80 per cent of that is imported. In 2010-11 Australia imported about 10,000 tons of garlic with 8000 of these from China, 1307 from Mexico, 540 from Argentina, 299 from the US, 285 from Spain and 218 from Chile (Woodward 2014)" (p. 4); and
- "Estimated Australian domestic garlic consumption in 2015 was 15,000 ton, an increase of approximately 5% growth in sales per annum. The ratio of garlic imported from China and domestic garlic consumption established in 2010/11 corroborates current domestic consumption according to leading importers of Chinese garlic." (p. 4)

A paper presented to the AGIA conference in August 2017 by Letitia Ware identified the following emerging issues for the market in Australia (slide 5):

- "New grower behaviour creates a market price glut
 - Grow "common and cheapest seed garlic" (Turbans);
 - Often growers are "hobby farmers" or "second job" growers; and
 - Want to sell full yields quickly for cash recovery;
- And has the following impacts
 - Floods the market – supply exceeds demand;
 - Prices plummet – premium garlic sold for rock bottom prices;
 - Medium, small or low quality garlic does not sell at all; and
 - Larger growers are forced to withhold until prices stabilise; which adversely affects everyone's income, cashflow and profit."

Two graphs were presented to support this analysis (slides 4 and 7).



The Local Context

The BGGC operates in a complex environment impacted by a range of factors. Using the tools identified in the Co-ops NSW Manual, member workshops identified the factors set out in Table 1 below as important for BGGC operations.

Table 1: Environmental Factors

Political/Regulatory Factors	Economic Factors
<ul style="list-style-type: none"> • Water issues – catchment / usage • Tighter NSW Government environmental planning laws • Trade with China – positives and negatives • Biosecurity issues with imported garlic 	<ul style="list-style-type: none"> • Landcare favourably views garlic production <ul style="list-style-type: none"> - High value-added product - Sustainable product • Potential GST on food • Higher production leading to increasing debt-levels of growers • Major food retailer to no longer buy Australian garlic • Reduction in consumer disposable income
Social Factors	Technological Factors
<ul style="list-style-type: none"> • Convenience factor <ul style="list-style-type: none"> - Pre-packaged used in local restaurants - Less cooking being done at home - Increasing number of retirees that don't like cooking but will go out • Health benefits more understood • Broader regional population – happy to buy fresh <ul style="list-style-type: none"> - Local population – price focused - Demographics – older folk like garlic less - Dislike of 'garlic' breath and smell 	<ul style="list-style-type: none"> • Internet related <ul style="list-style-type: none"> - Online ordering and learning - NBN – Online market - Mobile apps - Grower education • Equipment related <ul style="list-style-type: none"> - Improved planting and harvesting technologies more widely available - Technology to help outsmart cockatoos and currawongs, hares, wombats (e.g. potential use of drones) • Advances in R and D <ul style="list-style-type: none"> - Understand other varieties through research - Advances in research and development (garlic varieties etc.) • Advances in organic growing of garlic

Table 2: SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis

INDUSTRY STRENGTHS (AGIA Strategy Plan)	BGGC STRENGTHS
<ul style="list-style-type: none"> • Diversity of growing conditions. Broad range of growing areas allows us to produce over a longer period • Increasing demand for Australian grown garlic • Diversity of groups and cultivars • Imported garlic sprayed/fumigated (also a threat if it ever changed) 	<ul style="list-style-type: none"> • Braidwood area supports three growing seasons and has a conducive climate • Urban centre proximity (Sydney/ Canberra) • Industry is prepared to share information • Interested and passionate growers, who actively seek information • Diverse skillset with strong local knowledge • Web presence / brand name • Accumulated knowledge of members • Working group commitment – 'dynamism' • Supportive community • Good communication • Track record of securing Government Grants
INDUSTRY WEAKNESSES (AGIA Strategy Plan)	BGGC WEAKNESSES
<ul style="list-style-type: none"> • Over production in narrow supply window • Don't know what we are growing i.e. groups and cultivators type • Lack of small to medium equipment for small to medium growers. Lack of affordable, reliable equipment • Under-production of Australian garlic for annual demand 	<ul style="list-style-type: none"> • Disparate group - clarity of purpose • Widely differing levels of experience within membership • Factions/ varying degrees of tolerance for different viewpoints • Co-op development/administrative activities not evenly shared between members leading to over-commitment • Age of members (not enough younger growers) • Inadequate equipment to support member growing operations • Lack of systems, procedures and templates

- Under-funded and projected low revenues/profits to support hiring of part-time co-op staff
- Lack of business experience, particularly marketing

INDUSTRY OPPORTUNITIES (AGIA Strategy Plan)

- The broader range of growing regions enables us to extend the fresh garlic season nationally
- The broad range of groups and cultivators enable extended availability of Australian garlic
- Cold storage
- Standards of classification sizing and quality
- Marketing, opportunity to own “Australian Garlic”, to capture the high ground that we only represent
- Chart of identification of garlic group by seasons etc.
- Garlic festivals and events

BGGC OPPORTUNITIES

- Create a strong brand for high quality Braidwood garlic products that are organic and grown with sustainable land practices
- Introduce a strong quality assessment framework and grower training program to ensure consistent quality for BGGC marketed products
- Grow more if/and when market expands
- Pursue gourmet garlic selling opportunities
- Poor quality imported product = opportunity for high quality replacements
- Consumers becoming more educated – appreciation and demand for late / mid-season product
- Secondary products market
- Labelling laws for Aussie products
- Brokering our garlic in quantity
- Ability to develop a steady supply chain
- Climate change – improvements to Braidwood climate
- Introduce improved planting and harvesting technologies
- Host the best garlic festival in Australia

INDUSTRY THREATS (AGIA Strategy Plan)

- Viruses brought into Australia
- Narrow garlic harvest window
- Dumping of international garlic
- Pre ‘85 to ‘95 data, at risk of losing knowledge from more experienced growers

BGGC THREATS

- Equipment sharing, disease threat
- Biosecurity threats from imported garlic
- Water issues – catchment and usage
- Tighter NSW government environmental planning laws
- Intermittent product supply
- Bad weather
- Variable soil/fertility conditions
- Cheap imports
- Free trade agreements
- Non-co-op growers
- Braidwood politics
- Increased volume leading to reduced unit price

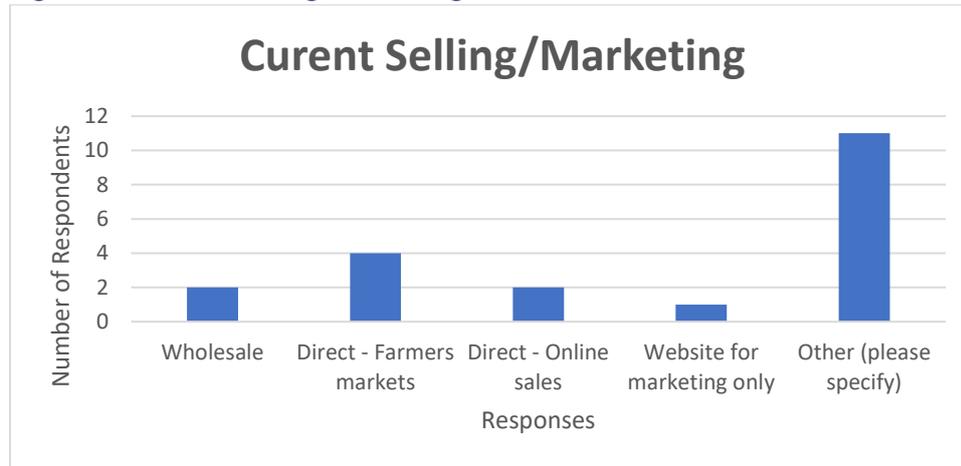
Member Survey

Two member surveys were used to help develop the business plan. The first, in late 2017, sought to gather information to feed into the business plan. The second was conducted by the Co-op and focused on the 2017 crop. Key findings from the surveys are:

- Over half of the respondents fall into the small producer category in terms of area under cultivation and expected production;
- Most respondents are focusing on growing one or two varieties of garlic;
- Over half of the respondents are just starting out; and
- Approximately three-quarters of respondents do not have organic certification, are not applying for certification, and do not apply the standards in their production.

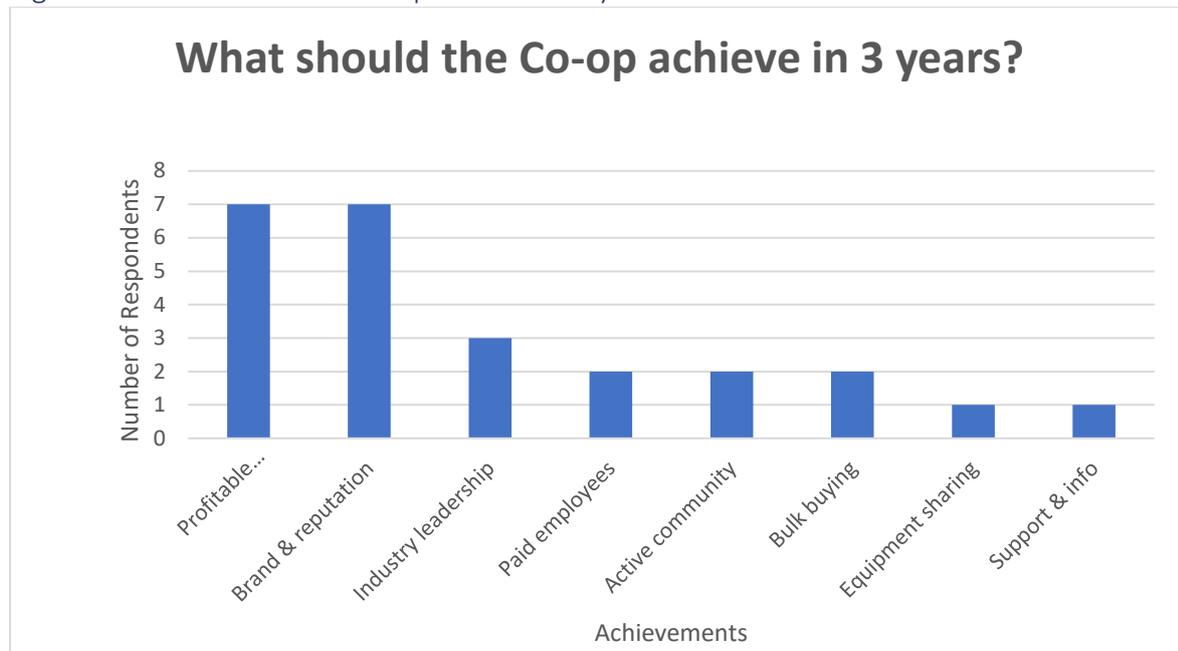
Member responses on current selling and marketing methods are shown in Figure 2 below. In the “Other” category, the responses included family, friends and colleagues; market stalls; private clients (mainly chefs); through the Braidwood Visitors Information Centre; and converting into products.

Figure 2: Current Selling/Marketing



Members were asked what they wanted the Co-op to achieve within the first three years, and responses are shown in Figure 3 below.

Figure 3: What should the Co-op achieve in 3 years?



3. Operational Plan

4. Through the five years of this business plan, the Co-op will focus on building the organisation and putting it on a firm financial footing.

Sustainable Competitive Advantage

The BGGC will build competitive advantage through being:

- Chemical free;
- Sustainably grown;
- Supplier of choice for Canberra and Sydney markets;
- Cooperative branding – small growers collective; and
- Fresh not sprayed (fumigated etc.).

Critical Success Factors

The markers of success will be:

- Garlic is properly cured;
- There is variety and diversification of garlic grown;
- A critical mass of members is maintained (17 members in year 0 – 50 by Year 3);
- Friends and sponsors network is built;
- Members are satisfied;
- BGGC is financially viable; and
- There is successful branding (community awareness).

Priorities

In the first 5 years of operation, the BGGC will focus on:

- Grower support - education and information;
- Expanding grower production;
- Marketing - membership, sales and distribution;
- Branding and reputation – maintaining top quality garlic and growers;
- Bulk buying of inputs such as mulch and fertiliser;
- Capturing bulk production advantages;
- On-farm storage facilities;
- Access to shared equipment; and
- Trained seasonal workforce.

Performance Management

Regular performance management processes will be implemented including:

- A reporting system to capture performance metric data and report against targets;
- A quarterly reporting system to record progress against business plan actions, including refining actions taking corrective action if implementation is not occurring within the specified timeframe;
- As part of the quarterly reporting process, an update on the key risks and risk mitigation strategies; and
- Quarterly reports to be reviewed by the Directors and corrective action taken as required.

Governance and Management Key Performance Indicators

The BGGC will develop Key Performance Indicators (KPIs) that encompass:

- Tracking whether business plan growth objectives are being met and unit sales, revenue and profitability targets from the financial model are being achieved;
- The delivery of the Business Plan growth objectives, with a particular focus on achieving the Co-op growth strategy, including assisting member growers to maximise their on-farm income and produce garlic for sale all year round;
- Development of strong brand/reputation in the marketplace for the growing of garlic in the Southern Tablelands area and promotion of organic and sustainable land practices; and
- Fostering a cohesive and supportive internal culture.

Director Training and Renewal

To ensure strong corporate governance standards are maintained, ongoing Director training and renewal processes are an essential part of the governance structure. This has been included in the Implementation Plan.

Implementation Plan

These priorities have been translated into actions which are set out in Table 3 below.

Table 3: Implementation Plan 2018-23

Activities	Yr 0	Yr 1	Yr 3	Yr 5	Progress
	To 6/18	18/19	20/21	22/23	Progress
Start-up Activities					
1. Hold celebration meet and greet on 21 December 2017 – (marketing planning workshop)	X				Completed
2. Undertake Farming2gether grant reporting	X				Ongoing
3. Develop systems, processes, website, financial systems	X				Ongoing
4. Commence promotion of one united group – marketing together	X				
5. Develop producer reporting system, including regular member surveys	X				
6. Develop online market place and marketing brochure in accordance with the Marketing Plan	X				
7. Organise bulk purchasing arrangements for inputs	X				Ongoing
8. Establish system for brokering sales opportunities	X				
Ongoing Activities					
9. Hold Director training		X	X	X	
10. Engage with potential members		X	X	X	
11. Deliver value for members e.g. negotiating discount for agriculture inputs		X	X	X	
12. Communicate and train members in quality framework		X	X	X	
13. Plan and hold Garlic Festival (commencing Autumn 2019)		X	X	X	
14. Hold AGM (October)		X	X	X	
15. Identify funding for Activities e.g. Commonwealth, State, Local Government as well as Private contributions		X	X	X	
16. Maintain budgets and financials for the Co-operative		X	X	X	
Year 1 Activities					
17. Undertake labelling project		X			
18. Develop protocols for equipment sharing		X			
19. Create buyer / market for 125kg of garlic (member contribution)		X			Completed
20. Explore small farm growing / harvesting equipment options (purchase or purchase a bulk quantity)		X			
21. Implement quality framework		X			
22. Identify and secure bulk purchasing opportunity.		X			
Year 3 Activities					
23. Grow markets in Australia			X		
24. Explore storage unit options			X		
25. Employ paid staff (3 x part-time)			X		
26. Investigate Buyers Club e.g. insurance			X		
Year 5 Activities					
27. Provide Director Training for new Directors				X	
28. Expand export activities				X	

The responsibilities for specific actions will be allocated to various governance committees, and overall progress monitored by the Board.

Key Result Areas

In conjunction with specific activities from the Implementation Plan, over the next five years, BGGC needs to focus on building sustainable systems and processes to create a co-operative that supports and is supported by members. Key areas where we will need to achieve results are:

Garlic Product Sales

BGGC will develop a product sales system that supports the following ongoing business activities:

- Product sales systems maintenance;

- Member product sourcing – traceability, product variety etc.;
- Order fulfilment;
- Invoicing / funds collection; and
- Member payment.

Growing Operations

BGGC will develop tools and systems to assist growers, including operating manuals and associated Member training programs. Key topics to focus on initially include:

- Producer reporting system development;
- Best-practice growing protocols;
- Equipment sharing arrangements; and
- Storage sharing arrangements.

For sustainable operations, we also need to consider:

- Producer reporting system maintenance; and
- Best practice knowledge sharing.

Operational Business Rules

Detailed operational procedures need to be supported with a series of Business Rules to guide interactions between Members and the Co-operative. Priority areas include rules governing:

- Behavioural expectations / standards of Members, including sanctions;
- Use of BGGC branding by Members and non-Members;
- Member participation in future sharing arrangements (e.g. equipment and storage); and
- Transparency and accountability of the Board to members.

Marketing

More detailed plans for marketing and for the annual Garlic Festival have been developed (see [Appendix 1](#)).

Risk Management

Risk management underpins the operations of the Co-op and is an important tool to help achieve objectives. The first risk assessment and risk management strategy have been developed in conjunction with this Business Plan (see [Appendix 2](#)).

Quality Management

Producing high quality garlic, and being able to demonstrate that we are doing so, underpins the success of the BGGC. A Quality Management Framework has been developed (see [Appendix 3](#)).

Biosecurity

Biosecurity is the management of risks to the economy, the environment, and the community, of pests and diseases entering, emerging, establishing or spreading. The BGGC has produced a manual to help Co-op members maintain biosecurity on their properties.

4. Resourcing

There are activities that need to be undertaken for an organisation to be sustainable and to fulfil accountability requirements. These have been categorised into four areas:

Governance

Role

Execute the organisation's business plan, achieve profitability targets and embed best practices to ensure a sustainable long-term future. Support the Board.

Key Activities and Responsibilities

- Business plan review/update;
- External liaison – e.g. AGIA;
- Member liaison including AGM;
- Risk identification/management;
- Stakeholder communication;
- Operational systems development;
- Operational business rule development;
- Regulatory reporting;
- Finance and admin systems development /maintenance;
- Accounting and performance reporting;
- Bulk purchasing;
- External audits if required;
- Grant acquisition/management; and
- Strategic alliance acquisition/management.

Marketing and Sales

Role

Execute specified elements within the Marketing and Sales Plan. Support Board Committee(s) with marketing and sales responsibilities.

Key Activities and Responsibilities

- Promotion and website;
- Stakeholder communication;
- Education of public;
- Garlic Festival management;
- Product sales systems development/maintenance;
- Member product sourcing;
- Order fulfilment; and
- Invoicing / funds collection.

Member Support

Role

Execute specified elements within the Operations Plan. Provide support as required to members of the Board and Committees.

Key Activities and Responsibilities

- Operational systems development;
- Producer reporting system development/maintenance;
- Education/training of Members;
- Equipment sharing arrangements;
- Storage sharing arrangements;
- Continuous improvement; and
- QA and biodiversity protocol monitoring.

Finance and Administration

Role

Execute specified elements within the Finance Plan. Provide support as required to the Board and Committee(s) with responsibility for finance and sales.

Key Activities and Responsibilities

- Performance management;
- Invoicing / funds collection;
- Member payment;
- Regulatory reporting;
- Finance and administration systems development/maintenance;
- Finance and administration transactions;
- Accounting and performance reporting;
- Bulk purchasing;
- External audits (if required); and
- Grant acquisition/management.

Estimated Resource Requirements

This work will initially be undertaken by members as part of their active membership requirements. As an indicative guide, estimated resource requirements across the defined responsibility areas are set out in Tables 4 and 5 below.

Table 4: Indicative Full Time Equivalents

Role	2017/18 Year 0	2018/19 Year 1	2019/20 Year 2	2020/21 Year 4	2021/22 Year 4
Governance	0.4	0.5	0.5	0.5	0.5
Marketing and Sales	0.4	0.4	0.4	0.4	0.4
Member Support	0.4	0.4	0.4	0.4	0.4
Finance and Administration	0.4	0.3	0.3	0.3	0.3
Total FTE	1.6	1.6	1.6	1.6	1.6

Table 5: Indicative Effort – Total Days per Week

Role	2017/18 Year 0	2018/19 Year 1	2019/20 Year 2	2020/21 Year 4	2021/22 Year 4
Governance	2.0	2.5	2.5	2.5	2.5
Marketing and Sales	2.0	2.0	2.0	2.0	2.0
Member Support	2.0	2.0	2.0	2.0	2.0
Finance and Administration	2.0	1.5	1.5	1.5	1.5

The plan is to introduce some paid resources from year 3 onwards subject to funding availability at that time.

5. Finances

A financial model has been built (in Microsoft Excel) that will be used for annual budget forecasts (the Finance Plan) and expenditure monitoring for the Co-op based on the business drivers that can be changed for each year showing the impact on BGC financials. This will be tested through the 2018/19 financial year and underpinning assumptions and business drivers will be refined on the basis of experience. The model can generate financial reports (Profit and Loss Statement, Balance Sheet and Cashflow) for consideration by the Board and members, and to satisfy external reporting requirements.

The figures shown are based on parameters/business drivers shown in Figure 4 below.

Figure 4: Financial Model Parameters/Business Drivers

PARAMETERS	Year 0		Year 1		Year 2		Year 3		Year 4	
	Change	Base Figure								
Member Farm Size Distribution:										
Small (<200m2) - Calculated	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Medium (200-300m2)	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Large (300-400m2)	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
Large Commercial (400-500+m2)	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Production Ratio:										
Small Product (<30cm) - Calculated	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Medium Product (30-50cm)	30%	30%	30%	30%	30%	30%	30%	30%	30%	30%
Large Product (>50cm)	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Seed	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Leftover	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%
Percentage of annual crop production by season:										
Turban (Calculated)	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Creole	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Standard Purple	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Average yield per square meter (kg)	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Early Season - Small	\$ 20.00	\$20.00	\$ 20.00	\$20.00	\$ 20.00	\$20.00	\$ 20.00	\$20.00	\$ 20.00	\$20.00
Early Season - Medium	\$ 25.00	\$25.00	\$ 25.00	\$25.00	\$ 25.00	\$25.00	\$ 25.00	\$25.00	\$ 25.00	\$25.00
Early Season - Large	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00
Mid-Season - Small	\$ 25.00	\$25.00	\$ 25.00	\$25.00	\$ 25.00	\$25.00	\$ 25.00	\$25.00	\$ 25.00	\$25.00
Mid-Season - Medium	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00
Mid-Season - Large	\$ 40.00	\$40.00	\$ 40.00	\$40.00	\$ 40.00	\$40.00	\$ 40.00	\$40.00	\$ 40.00	\$40.00
Late-Season - Small	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00	\$ 30.00	\$30.00
Late-Season - Medium	\$ 35.00	\$35.00	\$ 35.00	\$35.00	\$ 35.00	\$35.00	\$ 35.00	\$35.00	\$ 35.00	\$35.00
Late-Season - Large	\$ 40.00	\$40.00	\$ 40.00	\$40.00	\$ 40.00	\$40.00	\$ 40.00	\$40.00	\$ 40.00	\$40.00
Sales of product via Co-op	0%	0%	10%	10%	15%	15%	25%	25%	35%	35%
Commission from Co-op Sales Revenue	10%	10%	10%	10%	10%	10%	10%	10%	12%	12%
New Members	30.0	30.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Member Attrition	0.0	0.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0
Members Contribution (kg)	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Member Renewal Fees	\$ 100.00	\$100.00	\$ 100.00	\$100.00	\$ 100.00	\$100.00	\$ 100.00	\$100.00	\$ 100.00	\$100.00
New Member Fees*	\$ 150.00	\$150.00	\$ 150.00	\$150.00	\$ 150.00	\$150.00	\$ 150.00	\$150.00	\$ 150.00	\$150.00
Costs Increase +/-	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%

As noted, the Co-op will gather performance measurement data in order to gain a better understanding of what is achievable as an organisation and update the assumptions/business drivers as they mature as an organisation.

There are still a number of decisions to be made in relation to the options arising from the Marketing and Quality Management Plan that will impact both revenue and expenditure and the co-operative will look to incorporate these factors in the budget and financial model as they agree on the preferred option.

The possible employment of staff in Year 3 has not been included in the model and will be included as the levels and hours requirements become clearer.

Based on the current assumptions that have been agreed to be put in the model, the estimated preliminary results are shown in Figure 5 below.

Figure 5: Estimated Preliminary Results, 2018-23

FORECAST TOTALS	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$68,250	\$57,523	\$57,966	\$58,633	\$59,632	\$59,910
Expenses	\$60,942	\$53,677	\$53,861	\$54,054	\$54,257	\$54,470
Net Profit	\$7,308	\$3,846	\$4,105	\$4,579	\$5,375	\$5,441

Appendix 1: Marketing and Festival Plans

Braidwood Garlic Growers Co-op Ltd

Marketing Plan

April 2018

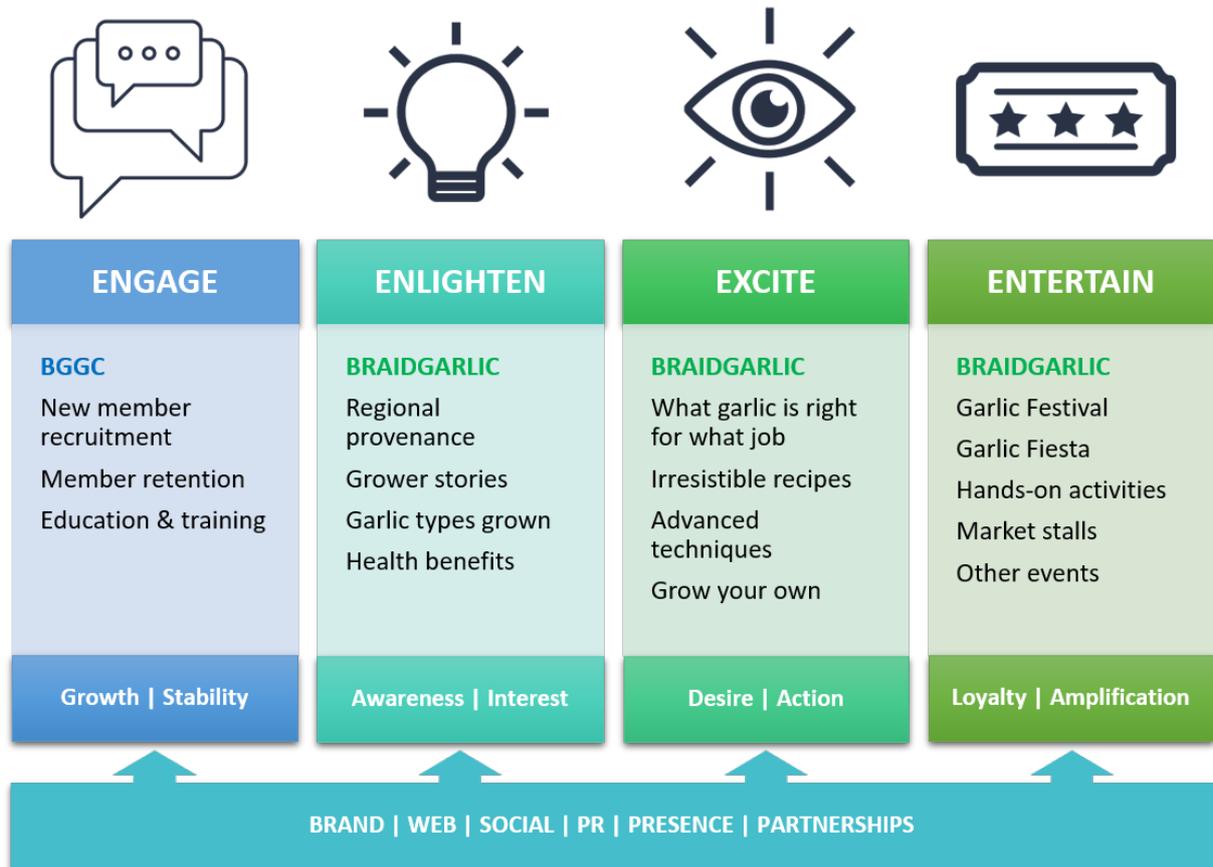
Version Control

Version	Author	Status	Date
1.0	Charterpoint Pty Ltd	First Draft	January 2018
1.1	Charterpoint Pty Ltd	Draft for endorsement	January 2018
1.2	Charterpoint Pty Ltd	Endorsed by members	April 2018

1. Marketing Strategy

BGGC’s marketing strategy is to Engage, Enlighten, Excite and Entertain our target audience to achieve sustainable and profitable garlic product sales and to create a strong BraidGarlic brand.

A key element of this strategy is to launch a successful Garlic Festival that builds and maintains awareness of the Southern Tablelands region as the premier region for quality cold climate garlic. BGGC’s ‘4Es’ marketing strategy is set out here.



2. Market Analysis

Market focus

The primary market for BGGC is the domestic market. The domestic market is undersupplied with Australian-grown garlic at key points during the year. As the Australian garlic industry is relatively small, market demand for fresh garlic is met through imports (around 3500 tonnes with more imported for the processing market)¹. Imported garlic is usually treated with growth retardants and other chemicals when it is brought into Australia.

Table 1: Garlic availability in Australia

Country of origin for garlic imports		Garlic harvest seasons in Australia	
COUNTRY	MONTH	STATE/REGION	MONTH
Spain	September / October	Queensland	September
South Africa	Late November to April	New South Wales	Early to mid November
New Zealand	March to August	Victoria	Early December / January
Mexico	May to October	South Australia	Early December / January
California	May to December	NE South Australia / Mildura	Mid / Late November
France	August to October	Tasmania	Late December / Late January
Argentina	January to March	Gippsland	Late December
China	May to November		

Source: NSW Department of Primary Industries, 2012

Market trends

Food has become a dominant feature of Australian lives. From the spread of a sophisticated coffee culture, the star power of celebrity chefs, the rise of restaurant-quality food trucks, and a TV channel dedicated to cookery programs, our attitude to food has shifted significantly in recent years. Food is a focus of our conversations (particularly online) as well as a key aspect of our entertainment and tourism activities. One constant is that the food we serve remains a key way to show that we care for our family and friends.²

For a growing number of Australians, the food they choose to consume is strongly linked to their identity and their values. Research undertaken by the IPSOS group identified that 39% of all Australians consider food is particularly important in their lives³. This is broken down further into four key segments as shown in Figure 1.

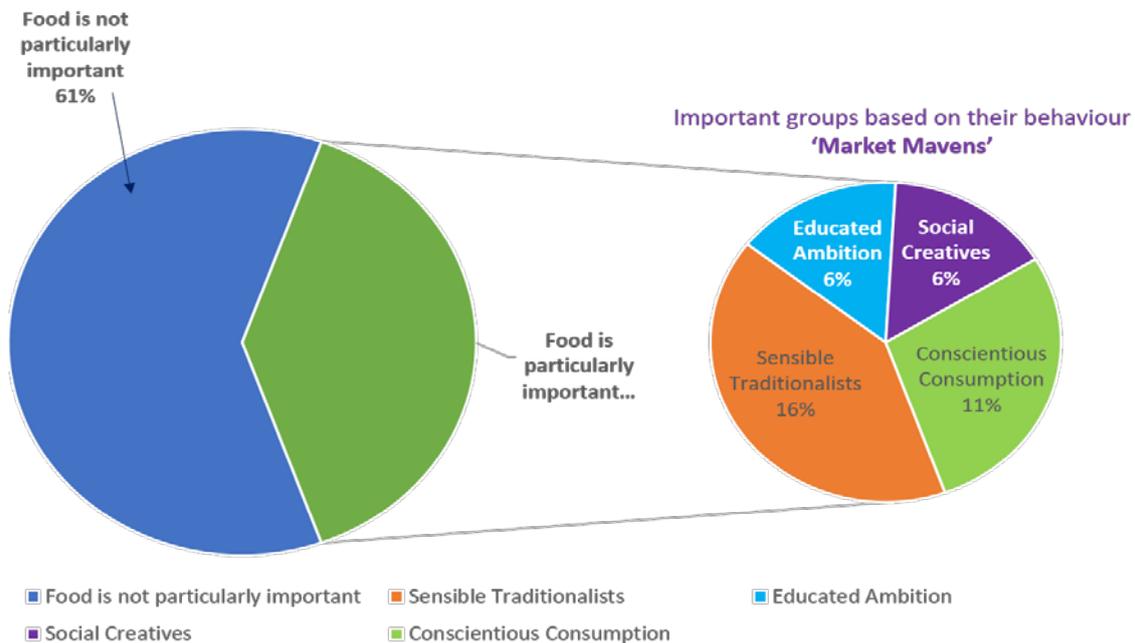
Based on Scope10 segmentation developed by the market research firm Ipsos Mind and Mood, the key characteristics of each of these segments are described in Table 2. While the Sensible Traditionalists and Conscientious Consumption make up a larger proportion of the Australian community, it is the behaviour exhibited by Educated Ambition and Social Creatives that is of most interest in relation to the BGGC's marketing activities.

¹ NSW Department of Primary Industries, Growing Garlic in NSW, Factsheet, January 2012.

² IPSOS Australia, Plate up: Australians' quest for authentic, conscientious and shareable food experiences reveals distinct purchase and consumption habits, July 2015

³ IPSOS Australia, 2015

Figure 1: Australian Attitudes to Food



Source: IPSOS Australia, 2015

Table 2: Segment descriptions

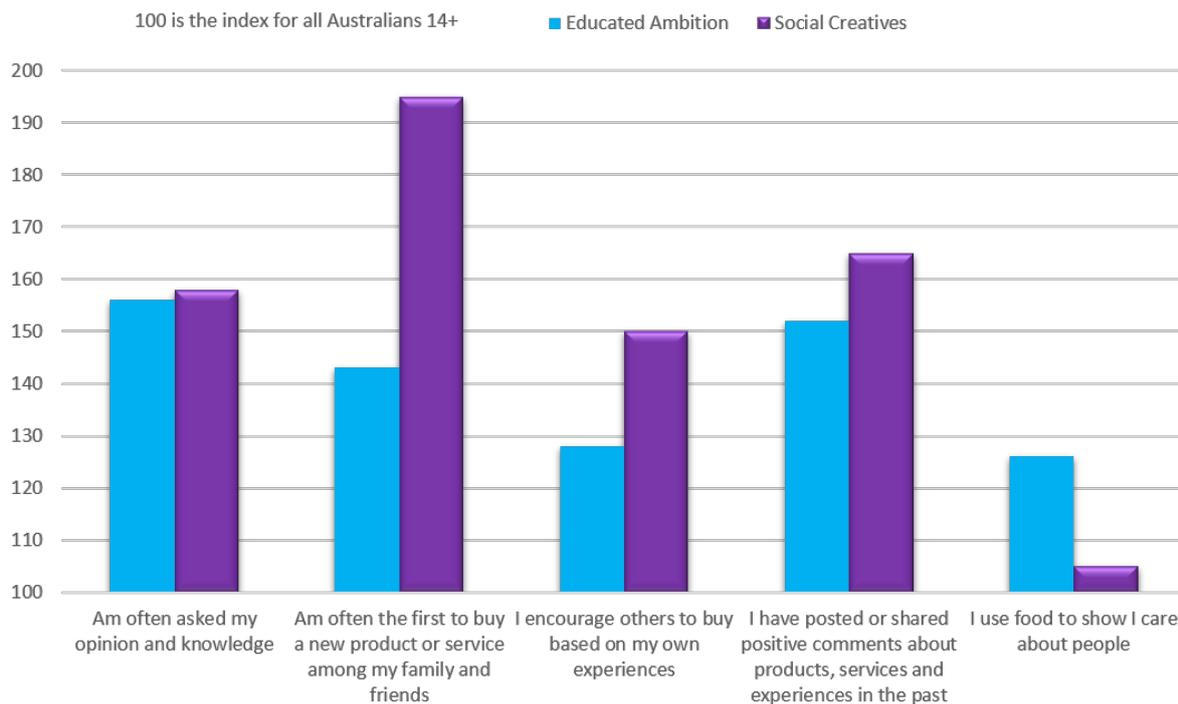
Educated Ambition – 6%	Social Creatives – 6%	Conscientious Consumption – 11%	Sensible Traditionalist – 16%
Highest earners and most educated of all segments with a strong focus on success and career achievement. Mostly urban and without children living at home, this segment skews towards women 45-64. Social life outside the home is very important and second most likely group to eat out (restaurants, cafés and pubs). Above average readers of lifestyle, food and entertainment media. Also group most strongly committed to Australian products (local).	Young, highly educated and affluent urbanites Heavily skewed towards men under 44. Importance on success and lifestyle Strongly connected to latest in technology, social media and the sharing culture Eat out the most of all groups (restaurants, cafés and pubs)	Conscientious Consumption – 11% Share many of the characteristics of 'Educated Ambition' But less focus on social status and consumption and more fiscally conservative Home and health-focused. Above average readers of house and garden as well as food and entertainment media.	Sensible Traditionalist – 16% Solid upper middle and middle-class family Motivated, conscientious and open but conservative in their values and consumption. Health and wellbeing are very important. Internal focus means they care about what they eat.

Source: IPSOS 2015

Individuals making up the **Educated Ambition** and **Social Creatives** segments are key market influencers. They want to discover new food sensations and actively seek out fresh and authentic food experiences. As early adopters, they are the most likely to experiment with new food tastes.

Most significantly, these two segments are strongly focused on sharing their views on their food experiences with their family, friends and online networks. Photographing and posting images of plated food, whether in a restaurant or at home, has become second nature as to how they engage with these experiences. Figure 2 demonstrates the word of mouth influence generated by these two segments.

Figure 2: Word of mouth - dining and food



Source: IPSOS, 2015

Educated Ambition and Social Creatives are also key groups in relation to eating out at restaurants, bars and hotels. For chefs and restaurateurs, access to good quality, fresh produce is also a source of differentiation for their customers where a key ingredient will enhance flavour and appearance as well as add a point of difference to the overall meal⁴.

“The where and how are a powerful source of myth at a time when we seem to be obsessed with the craft, authenticity, and personality of the places and people behind the things we buy.”⁵ A key factor in this drive for authentic food experiences is the consumer’s interest in understanding more about the story behind the food they consume. Provenance stories build connection, interest and trust in a brand, based on details around understanding who is the farmer, where they grow the product, how they grow it and why they do what they do. For example, provenance stories have played a role in building an acceptance of ‘ugly’ food⁶. An interest in food origin supported by culinary tourism has also been connected to a willingness to pay more for ‘local’ (42%) over free-range (35%) and organic (23%). Interest in provenance has been identified by the CSIRO as an enduring influence on agricultural products over the coming decades⁷.

The Conscientious Consumption segment is also significant in relation to marketing related to health benefits of food. This is connected to a growing global market for functional foods that provide a specific health-benefit beyond basic nutrition e.g. pro-biotic yoghurt for gut health⁸. Across most of

⁴ AUSVEG, Vegetables in Food Service, Vegetables Australia, November/December 2017, pp44-45.

⁵ Fast Company, Where Do You Come From? Tips For Creating A Powerful Provenance For Your Brand, 21 May 2013

⁶ AUSVEG, What Consumers are Looking for in Food, Vegetables Australia, September/October 2017, pp38-39

⁷ CSIRO, Rural Industry Futures, Megatrends impacting Australian agriculture over the coming twenty years, Rural industries Research & Development Corporation, 2015

⁸ CSIRO, 2015

these segments, Australians are interested in eating nutritious food that contributes to their health. But they don't want to eat boring meals.

When it comes to choosing meals to cook at home, the influence of family and personal experience (good and bad) remains the single biggest influence on what is prepared (44%). Exposure gained through attending a cooking school, food festival or from travelling (12%) is the next most influential factor⁹. People are increasingly looking for a way to make their fall-back favourite recipes more interesting – such as by using a new ingredient or a different technique.

Australians are really interested in cooking and phenomena such as TV cookery competitions have promoted widespread knowledge of sophisticated techniques and a willingness to attempt quite complicated and time-consuming recipes. However, they do not necessarily have a strong knowledge of the basics of cookery¹⁰. Providing engaging education on basic techniques and how to do them well can make a strong contribution to developing a trusted brand. Online videos in particular are a reference point for improving skills (up from 19% in 2011 to 37% in 2015)¹¹. However, with the prevalence of online information and advice, it is also critical that the suggestions or techniques provided are reliable to build trust.

As indicated above, Australians' use of social media is also strongly linked to food trends. Facebook remains a key platform with some 15 million active monthly users in Australia. However, the highly visual Instagram has grown rapidly in the last few years and is now said to have 9 million active monthly Australian users¹². It is particularly strongly linked with food culture and images showing plating, colour and form as well as new ideas are sought out. Instagram is a highly visual medium that also has a strong commercial aspect. It inspires, is trusted and drives action –prompting people to seek out the experience or new products.

Since commencing in Australia in 1999, the Australian Farmers' Market Association estimates that there are more than 180 farmers markets regularly operating in Australia¹³. Farmers' markets are estimated to account for 7 per cent of total market share for fresh food compared to supermarkets at 50 per cent¹⁴. While convenience remains a major factor for Australians when shopping, those with an interest in simpler foods and fresh ingredients as well as Australian produce are less likely to go to the supermarket and more likely to go to a farmers' market or use the internet for home delivery from specialist suppliers¹⁵.

Food is also strongly connected to entertainment and tourism experiences. The interest in 'authentic' drives interest in tourism experiences that build on extensive existing knowledge and engagement with food and wine. Visitors want to make personal connections with producers. While foodies are prepared to travel up to 300km for a weekend, unique offerings will overcome the barrier of distance¹⁶.

Ideal tourism experiences were found to combine the ability to eat and buy fresh, locally-produced wine and food together with the ability to enjoy interesting places of interest (scenic spots,

⁹ Meat & Livestock Australia, Connected Cooking: The changing influences on Australia cooking behaviours, 2011

¹⁰ Meat & Livestock Australia, 2011

¹¹ NewsLifeMedia, Appetite for Life, 2015

¹² SocialMediaNews.com.au, Social Media Statistics Australia – February 2018, 1 March 2018.

¹³ Australian Farmers' Markets Association, <http://www.farmersmarkets.org.au>

¹⁴ CSIRO, 2015

¹⁵ Australian Organic Ltd, Australian Organic Market Report 2017, 5th edition.

¹⁶ Austrade, Food and Wine Tourism in New South Wales, 2015

museums, shops, galleries) within the region. A key differentiator that really elevated a tourism experience was customer service. The knowledge of the product that was shared, the quality of the insights and the attitude of the people involved (grower, producer or waitstaff) significantly enhanced the experience.

Food and wine tourism success factors

Successful food and wine tourism ventures were seen to combine the following factors:

- Regional heroes – winemakers, food producers and chefs are part of the regional brand.
- Paddock to plate – telling the story of the food/wine production process, where they come from, how they can be used, sustainable practices.
- Food and wine events – e.g. dinners to showcase local produce using famous chefs/winemakers as a drawcard
- Food and wine trails – providing a range of options to make planning easy
- Knowledgeable staff – having wait staff and personnel know about the produce and its origins
- Social media promotion – using social media to connect with producers
- Interactive experiences – allowing visitors to observe or take part in the vintage process/pick their own fruit etc.

Source: Austrade, 2015

3. Fundamentals

Target Audience

BGGC’s strategy is to use segmentation to assist us in ensuring that our marketing efforts and activities are directed to those who are most receptive as well as influential in our market. This will assist us in developing compelling, meaningful and consumer-oriented conversations to increase the awareness and purchase of BraidGarlic.

Our marketing will be directed towards the following consumer segments as shown in Table 3:

- Educated Ambition
- Social Creatives
- Conscientious Consumption (in relation to health and fortification benefits)

BGGC’s key focus is on the Sydney and Canberra markets.

Table 3: Key segments

 <p>Educated Ambition Highest earners and most educated of all segments with a strong focus on success and career achievement. Mostly urban and without children living at home, this segment skews towards women 45-64. Social life outside the home is very important and second most likely group to eat out (restaurants, cafés and pubs). Above average readers of lifestyle, food and entertainment media. Also group most strongly committed to Australian products (local).</p>	 <p>Social Creatives Young, highly educated and affluent urbanites Heavily skewed towards men under 44. Importance on success and lifestyle Strongly connected to latest in technology, social media and the sharing culture Eat out the most of all groups (restaurants, cafés and pubs)</p>	 <p>Conscientious Consumption Share many of the characteristics of ‘Educated Ambition’ But less focus on social status and consumption and more fiscally conservative Home and health-focused. Above average readers of house and garden as well as food and entertainment media.</p>
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In marketing, BGGC will be aware of the wide range of stakeholders with an interest in our ongoing operations. These stakeholders include:

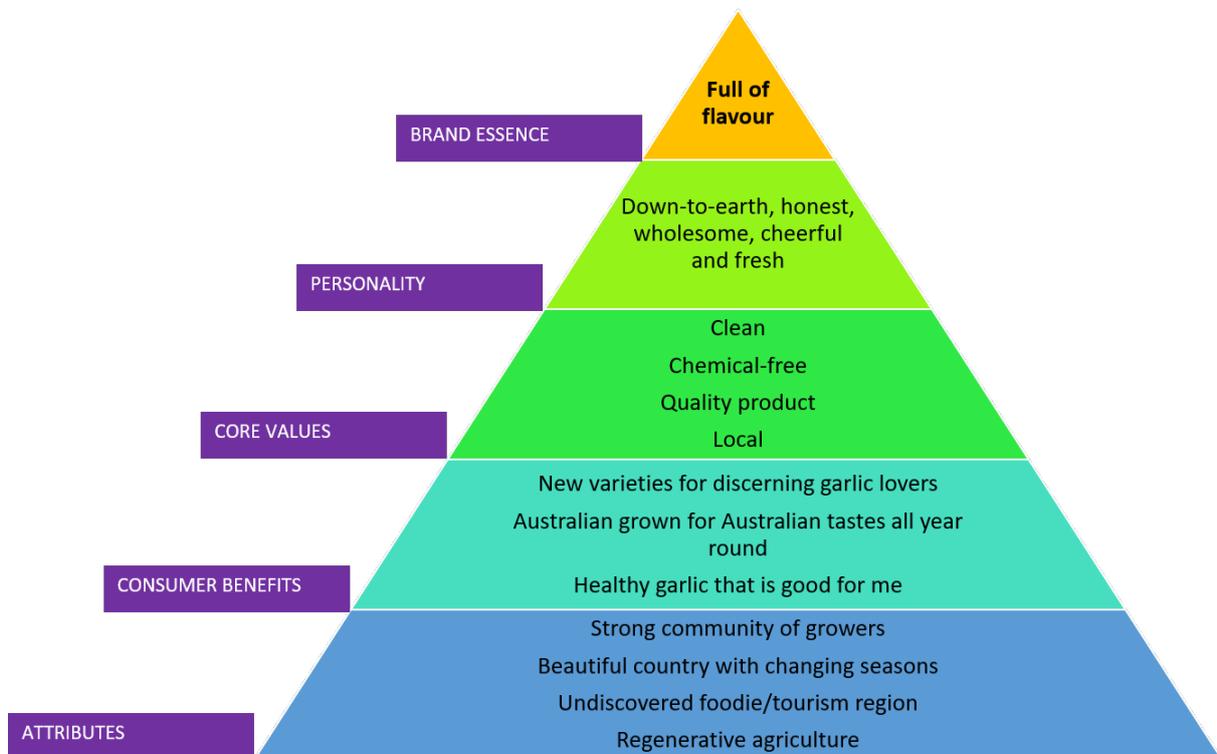
- Discerning garlic lovers
- All year round customers
- Restaurants and chefs
- Small retailers
- Independent retailers
- Boutique providores
- Wholesale providores
- Other commercial growers (for seed)

- Value-adders
- Backyard growers
- Natural health practitioners
- Kitchen health practitioners
- Export
- Local and bio-regional consumers
- Tourists
- Other co-op members
- Co-op network.

Brand Attributes

BGGC’s strategy is to use a brand pyramid as a tool for communicating the elements of the BraidGarlic brand to provide a framework for consistency. This sets out what is important about our brand from the consumer’s perspective.

Figure 3: BraidGarlic Brand Pyramid



Brand and Logo – BraidGarlic

BGGC’s strategy is to develop a distinctive visual representation of the BraidGarlic term to support brand recognition.

The brand ‘BraidGarlic’ will continue to be used to convey the ‘terroir’ associated with products produced by BGGC members. The brand is a key element of building the provenance story.

The logo development project should provide a logo suitable for use in a range of applications and include the development of simple, user-friendly guidelines that make it easy for BGGC members and their representatives to successfully use the logo in a consistent and appropriate manner. This may include potential applications to product boxes and product stickers. It may also be helpful to see some examples of applications that are not acceptable.

Given the broad range of potential uses of the logo across a range of mediums, the logo development process should be mindful of the following points:

- Provide flexibility for the logo to be used as a primary logo (e.g. on BGGC's website, a farmgate sign or market banner), a secondary logo (e.g. use on a BGGC's member product label) or in co-marketing efforts.
- Maintain the logo's design integrity when used at different sizes (e.g. avoid fine lines which don't scale down).
- Look good when presented in black or white and situations where a limited colour range is available (e.g. where a BGGC member is using single colour print in their brand colour).
- Be well proportioned to enable use in the broadest range of applications (e.g. not too tall and not too wide).
- Consider the association with the URL www.braidgarlic.com.au (e.g. such as presentation with the logo and address in guidelines).
- Create a range of file types and resolutions for use in the broadest range of design, digital and printing products (e.g. eps, tif, jpg, png).
- Develop logo versions of a size and scale suitable for standard digital platforms (see Figure 4 for examples) as follows:
 - Facebook - Square 180 x 180 pixels .jpg
 - Twitter - Square 180 x 180 pixels .jpg
 - Instagram - Circle 180 x 180 pixels .Jpg
 - Youtube/Google – Circle 800 x 800 pixels .png
 - Favicon – Icon 16x16 pixels .png
- Avoid the use of system-provided icons which may have unclear copyright ownership issues.

In providing instructions regarding the application of the brand, an additional consideration is to ensure compliance with Country of Origin Food Labelling. This fact sheet produced by the Australian Farmers' Market Association provides helpful guidance for stakeholders in the farmers' market sector <https://farmersmarkets.org.au/fact-sheet-country-origin-labelling/>

Images

BGGC's strategy is to support messages with attractive images that highlight the distinctive features of the region as well as of garlic growing and our garlic varieties.

The use of images that evoke the distinctive features of the Braidwood and Southern Tablelands area will also provide a visual representation of the provenance story. BGGC will seek to collect a number of images that could be supplied for use in relevant marketing such as the website, for media articles.

This imagery may be able to be sourced from BGGC members or friends. The source of images should be credited, particularly on the website.

This imagery may need to be resized to be appropriate for use on social media banners. Imagery that can be used as the banner artwork on social media sites (refer to Figure 4 for examples).

- Facebook – 828 x 315 pixel .png
- Twitter – 1500x500
- Youtube – 1546 x 423 pixels
- Google – 1080 x 680pixels

Figure 4: Examples of brand logo and image application - Cape Grim

Standard logo



Favicon



Hero image with tagline overlay from website



Instagram



Twitter



Facebook – more community-based image



Website

BGGC's strategy is to ensure our website (www.braidwoodgarlic.com.au) provides compelling, meaningful and consumer-focused information. Our website is our primary non-personal channel to the world and, in an increasingly online world, provides a hub for supporting a range of marketing activities. As BGGC develop, our website will also need to be capable of supporting an effective online marketplace.

The Content Management System used for the current site is Weebly. Weebly offers an extended platform incorporating ecommerce and also appears to have integration for managing permission-based marketing. On this basis, Weebly would appear to offer the flexibility to adapt to changing

needs. In addition, the ability to integrate feeds from BGGC’s social media platforms should be investigated as well as ensuring that webpages are able to be easily shared on social media platforms (e.g. incorporating a tool such as AddThis (www.addthis.com) or ShareThis (www.sharethis.com)).

The website would benefit from transition to more consumer-focused content. Content should also be reviewed to ensure that it is ‘scannable’ and shareable. People engage with websites by skimming the content and will only read word-for-word when they are really interested in the subject. However, people will still share pages that they have only skimmed.

This review could also involve refining the Menu bar which has become a bit cluttered. The current structure is shown in Figure 5 and a suggested structure aligned to the 4Es Marketing Strategy is set out in Figure 6.

Figure 5: Current BraidGarlic website structure

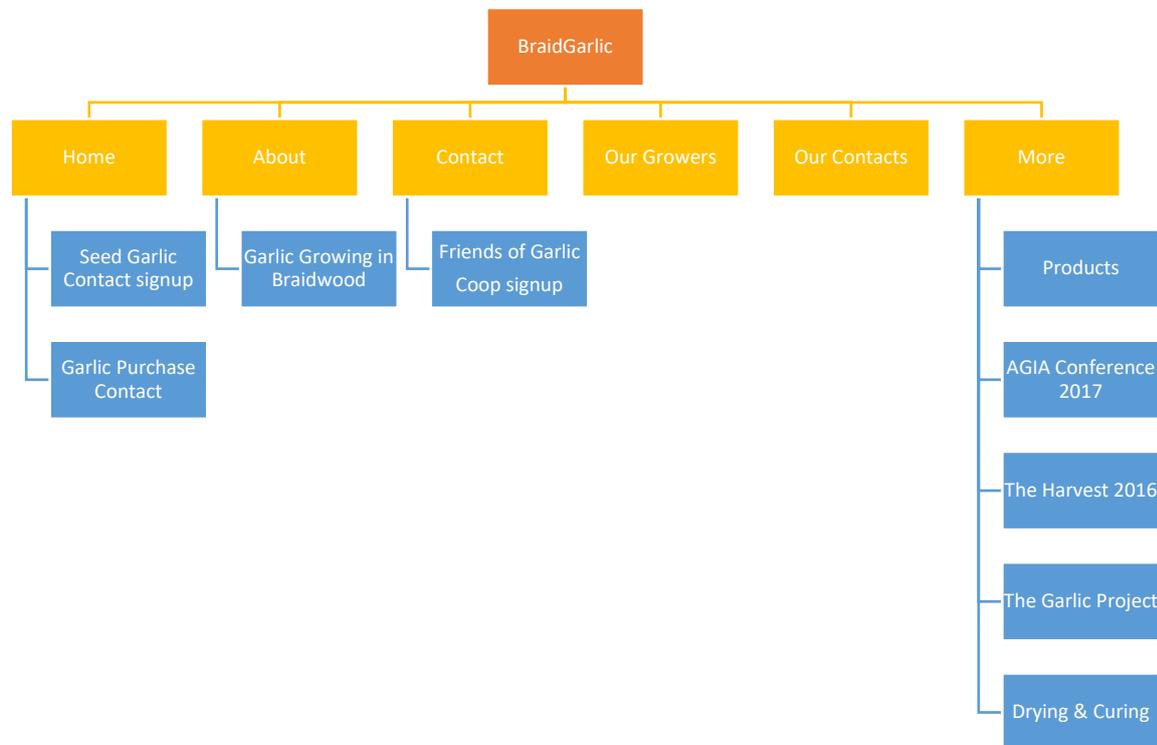
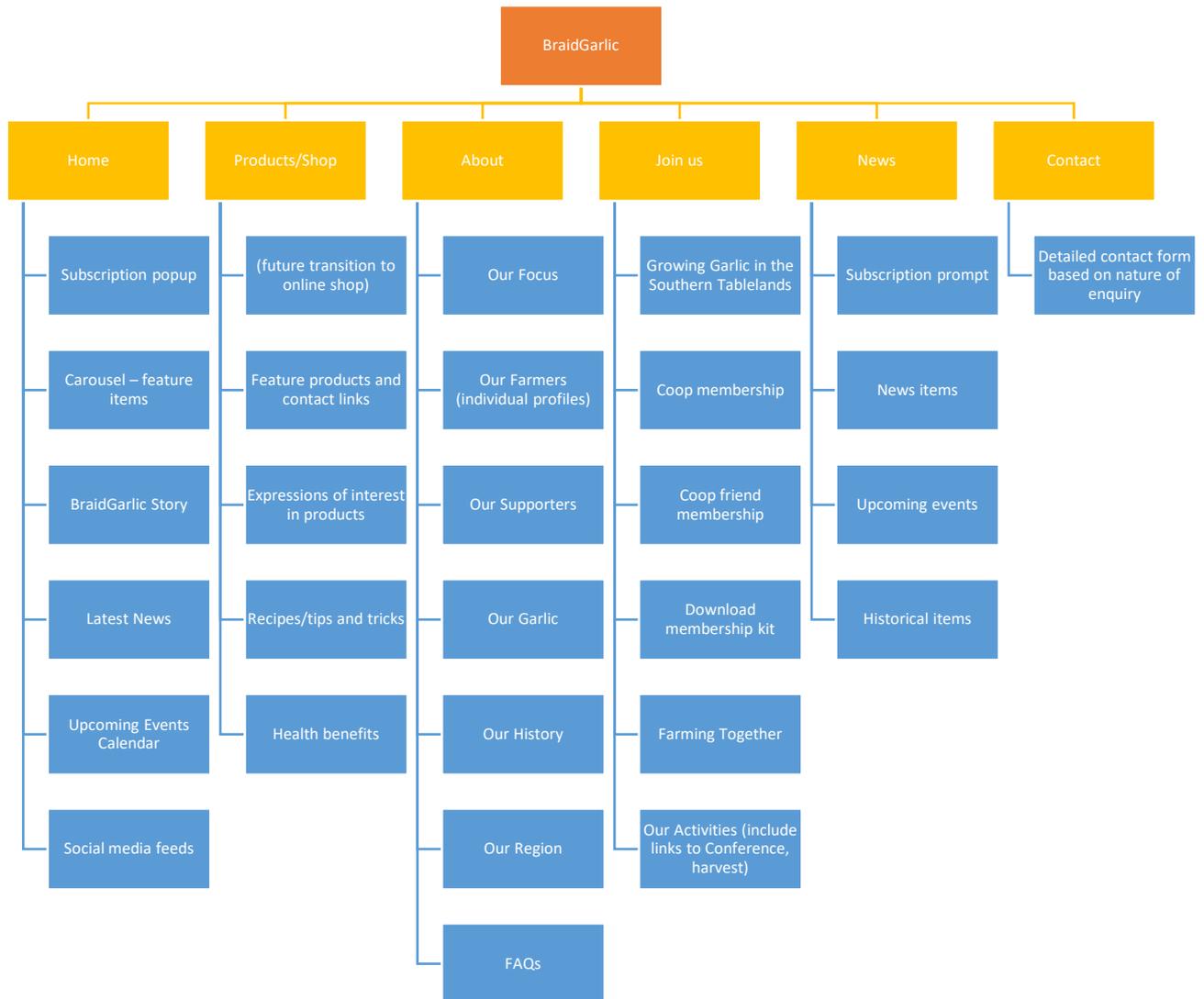


Figure 6: Proposed BraidGarlic website structure



Email / permission-based marketing

BGGC's strategy is to develop a strong base of subscribers to support our future marketing activities.

Email remains the mainstay and preferred channel for permission-based marketing. This is where an individual subscribes and agrees to receive various types of promotional information such as newsletters and special offers. While social media is key for brand awareness and spreading the message, email continues to be more effective for prompting purchases.

Building a subscriber base will be a valuable resource for both word of mouth promotion from supporters as well as in relation to the online marketplace. It will also assist in supporting special events and activities that the BGGC participates in.

A key focus of our marketing effort will be in encouraging interested individuals to become a BraidGarlic subscriber. For example, visitors to the BraidGarlic website should be clearly presented with a subscription form. Depending on the analytics available in Weebly, this presentation could be more strongly emphasised with repeat visitors to the site.

Details provided by subscribers must be managed carefully as they are subject to a range of laws such as the Privacy Act and anti-spam regulations. For example, all email communications must provide the opportunity for the individual to unsubscribe and this must be actioned without any additional hassle experienced by the person unsubscribing.

It is understood that Weebly offers a suite of tools that would assist in managing the list of subscribers appropriately. Having the subscriptions sign-up and unsubscribe in the one system reduces the risk of emails being inadvertently sent to unsubscribed individuals due to poor list management. The email marketing tools should also include a range of tools to understand the success and impact of campaigns e.g. email open rates. If not, an established alternative is MailChimp.

While consumers welcome emails from brands they trust, they are also increasingly dealing with overflowing email inboxes. Emails need to be targeted to maintain the subscriber's interest. Research from MailChimp indicates that shorter promotional emails with a focused single message tend to be more impactful than a lengthy email newsletter.

Attachment B provides examples from the Naked Wine company, a crowdfunded wine-making platform, showing how personality can be injected into email messaging and support individual members.

Online Marketplace

This section looks at three options for developing an online marketplace for BraidGarlic.

Option 1: Links Only

- The BraidGarlic website provides an enquiry form for product requests to be received by BGGC. These requests are then communicated to the broader membership for fulfilment. The level of coordination required by BGGC will depend on the size or nature of the order such as whether fulfilment is through multiple growers.
- The BraidGarlic website provides a link to individual growers websites. These growers can then choose to operate an online shop or provide details of where their products are available. These links would be most logically combined with the 'Meet our Farmers' profiles.
- All transactions/payments are handled offline or through ecommerce facilities established on the individual grower's website.

- Regular news is provided to the subscriber base focused on general news, farmer profiles, etc.
- A revenue model could be associated with the click-throughs directed from the BraidGarlic website to individual grower websites. However, the administration required is likely to exceed the potential income.
- Example: <https://spark.adobe.com/page/2U9c7VZOEuMg3>

Option 2: Online BGGC member shop

- The BraidGarlic website provides an enquiry form for product requests to be received by BGGC. These requests are then communicated to the broader membership for fulfilment. The level of coordination required by BGGC will depend on the size or nature of the order such as whether fulfilment is through multiple growers.
- The CMS for the BraidGarlic website is upgraded to include an ecommerce option. This includes establishing a secure online payment gateway system such as that supplied by eWay.
- Products from a range of BGGC members are featured in a BraidGarlic 'shop' facility. The shop facility covers all aspects around payment. Once processed, order details are provided to the individual grower for fulfilment.
- Permission-based marketing is used to promote products in the shop.
- The revenue model includes a commission fee for sales through the online shop. The revenue model could involve a monthly product feature where a member pays to be featured as the headline product on the website and in the associated communication to subscribers.
- Example: <https://spark.adobe.com/page/SPA0fzSE3dFbs/>

Option 3: Online Braidwood produce shop

- As with option 2, with the addition that complementary products (e.g. gourmet or hand-crafted goods and wares) from local producers are available from the shop.
- These products may be subject to a higher commission fee and a higher advertising rate for being a featured product.
- This would provide a revenue source derived outside the existing membership base.
- Example: <https://spark.adobe.com/page/Njlzz9VGGU7iD/>

Social Media

BGGC's strategy is to leverage the credibility, authenticity and immediacy of social media to rapidly increase awareness of our brand.

- Instagram – This is a key site for the market segments we are seeking. Our strategy is to establish an Instagram handle/presence.
- Twitter – Twitter is well established as a news media platform. We will maintain our existing Twitter presence, particularly automating posts with Facebook - @BraidGarlic
- Facebook – This is a key site for communicating with our community.

All of these platforms benefit from the use of photography and video.

Our approach to managing our social media presence is to share the load. We will do this by:

- Organising social media training as part of member skills development (including legal issue awareness)
- Developing a calendar of activities and items (e.g. key holidays and seasons)
- Set a minimum number of posts per week

- Share the responsibility for looking after social media by appointing different members to be responsible for a set period of time (e.g. 2 months).
- Consider investing in a subscription to a graphic design services such as Canva to assist us in easily creating interesting items for posting.

Ideas for social media posts will be generated by using the following techniques:

- Tips and tricks
- Recipe ideas
- Meet our BGGC members
- Did you know? Interesting facts
- Ask followers a question – what’s your favourite way of using leftover garlic? What is your go-to-gadget for crushing garlic?
- Quotes to inspire or to celebrate garlic: *Tomatoes and oregano make it Italian; wine and tarragon make it French. Sour cream makes it Russian; lemon and cinnamon make it Greek. Soy sauce makes it Chinese; garlic makes it good – Alice May Brock*
- What’s trending e.g. Use of garlic in a TV competition cookery show.
- Seasonal or occasional content e.g. start of winter/ lead up to Christmas
- Product news
- Word of thanks to supporters who help spread the word
- Day of the week hashtags #FlashbackFridays

Collateral

BGGC’s strategy is to provide printed material that is customer-focused and provides additional value to the reader. When we produce printed materials, it should include information which makes the customer want to retain the publication (e.g. storage of garlic, recipe ideas).

All hard copy information should include the website details. All hard copy information should also be available from the website.

Partnerships

BGGC’s strategy is to work with others with similar objectives to enable us to punch above our weight. We will seek opportunities for cross-promotion and collaboration. This may include convening a workshop with like-minded groups to brainstorm ideas and share resources.

This includes:

- Continuing to engage with the Braidwood Festival / Airing of the Quilts/Garlic Fiesta in November to mark the commencement of the garlic season.
- Engaging with the AGIA to access broader links as well as for promotion of individual growers.

Public relations and media

should be on achieving maximum outcomes with minimal expenditure. Free articles are a priority.

Continue to use our connections such as:

- Braidwood media such as the Braidwood Times
- Canberra media such as through Mark Barrington and his connections with ABC666.
- Agricultural media (ABC Rural, FarmOnline, The Land) such as through the Farming Together media team.
- Health and wellness publications
- Industry newsletters such as the AGIA, Southern Harvest News.

We will also seek to establish connections through the QPRC's tourism promotion team.

Presence

BGGC's strategy is to maximise opportunities to promote BraidGarlic and individual members at markets and other events. We will support this by seeking to present a strongly branded image and with relevant collateral (e.g. recipe cards).

For example, BGGC may establish a market presence at Canberra's Old Bus Depot markets.

Approximate costs for a range of promotional gear options are set out in Section 9. These are some ideas for items that create a highly visible presence at events:

- Outdoor vinyl banners
- Teardrop banners with stands for use indoors/ outdoors
- Branded weatherproof gazebo stall
- Market style aprons – the use of aprons provides a unifying look and can be centrally stored and made available as required as part of the promotional kit. Aprons are also more accommodating of different people's sizes and shapes as well as the ability to share with new users.
- Giveaway tote bags
- Branded bunting

Within the Garlic Festival Plan, Attachment D also includes brief details of a range of local events for consideration.

Advertising

The logo development process could include the development of single colour advertising options which feature the brand and the URL with the goal of driving traffic to the website. These could be used or adapted as opportunities present e.g. to support a stall presence in a festival handbook.

The example provided in Figure 7 shows how the product (left side image) and the possibilities (right side image) can be connected together with a strong call to action to visit the website for more information.

Figure 7: Yarra Valley Dairy advertising



4. Engagement



Our Engagement strategy supports the development of a strong community of garlic growers across the Southern Tablelands region who strongly identify as members of the Braidwood Garlic Growers Cooperative.

BGGC will work to foster an activated membership that is willing and able to contribute to activities that strengthen the cooperative and benefit all members.

With many of our members in the initial stages of developing their garlic growing initiatives, a key component of our member engagement program will be support through the provision of education, skills development and advice to build collective knowledge.

Membership Support

This function will be led by the Education and Technical Support role.

This role will coordinate member-focused activities (internal marketing).

The tasks undertaken could include:

- Provide a point of contact for formally engaging with potential new members to provide the benefits of joining the Co-op. NB: All members should be active in identifying and encouraging new members to sign-up.
- Ensure that members have the information and support to ensure that quality issues and other obligations are observed in relation to the delivery of the member's contribution.
- Develop a calendar of activities for member involvement. This would include, say, a monthly education/skill sharing get-together as well as opportunities for members to participate in external marketing activities (e.g. market presence).
- Develop appropriate communications to support recruitment and promote a sense of community (e.g. a monthly newsletter, social media posts).
- Develop the new member's profile and photo for the website.
- Provide the contact point for coordinating assistance to members interested in advice and help.
- Undertake a formal onboarding with new members within three months from sign-up.
- Maintain contact with existing members, particularly three months before annual renewal to ensure continuity of membership.
- Maintain contact information for members including a skills/interest register.
- Coordinate the appropriate parties to assist in resolving any issues or disputes arising from membership.
- Coordinate the membership renewal process.
- Manage off-boarding for lapsed members who do not renew to ensure that re-joining remains an option.

Buddy Program

In addition to the Education and Technical Support role, consideration could be given to developing a buddy program to support new members in engaging with the broader cooperative. This would be a more informal contact and be designed to provide support to the Education and Technical Support role. The Buddy Program may also include following up with lapsed members to encourage renewal.

Website – Member Recruitment Page

BGGC will develop a dedicated section on the website to provide information to potential new members. This section would highlight upcoming and past educational events and other member activities. This could connect to a facility for payment.

A key feature of the page could be testimonials from existing members identifying their reasons for joining and what they have or hope to gain from their membership.

This would be supported by a downloadable member recruitment kit and enquiries form.

Recruitment Kit

The recruitment kit should include a simple information brochure that is easily updated. This should set out the benefits of being a member as well as providing the objectives of the cooperative and details of recent achievements and activities. This should include the signup form and identify options for payment of fees.

The sign-up form should include a section that identifies particular skills and interests of new members.

Membership Kit

Develop a membership kit for new members. This could include:

- Quality requirements
- Garlic growing handbook
- Farmgate signage
- Rules for the use of BraidGarlic logo and an application form to apply for its use (this should also be maintained in the communication site).
- Product sales rules (e.g. through the online marketplace, joint market stalls)
- 'Meet Our Farmers' questionnaire
- Member branded gift – hat (maybe as a reward for completing the item above).

Member Education

BGGC will implement a regular program of face-to-face education sessions to contribute to the development of community. All members should be encouraged to identify topics and presenters that would be relevant. In addition to garlic growing education, this may include broader topics covering business, marketing, or other issues of interest.

Sessions could be delivered in a range of ways including:

- Formal sessions involving a guest speaker e.g. Braidwood Times editor on writing for media/social media.
- More informal sessions led by a cooperative member around sharing insights and lessons learnt on a key topic e.g. Harvest 2018 catchup.
- Webinars using the local school facilities.
- Field trips to provide a practical hand-on session.

This would include continuing the conversation after the session using the members' wiki tool.

Member News

Members should be encouraged to share news and views using the members' wiki tool.

This should be supplemented by an emailed monthly newsletter that is particularly focused on driving participation in the regular educational session (provide precis of most recent session, advise

what members can expect of next session.) This includes acknowledging the contributions made by individual members.

Co-Op Involvement Hours

Given the concern around the burden of administration falling on a small group, consideration could be given to requesting a certain number of hours a year to be provided by members to undertake cooperative tasks.

5. Enlighten



Our Enlighten strategy aims to support awareness and interest in BraidGarlic, providing authentic and authoritative information to help potential consumers to understand the features and benefits.

Building the provenance story

The regional story

BGGC's strategy is to build an understanding of what is special about growing garlic in this region. We will do this by focusing on Braidwood to provide a distinctive 'place' that consumers can easily connect with.

While we will refer to the Southern Tablelands in relation to our members and industry profiling, the focus for consumers is on Braidwood. Figure 8 provides a starting point for a Braidwood story, drawing on a number of sources of information.

Figure 8: Braidwood Story

Beautiful, historic Braidwood is one of the little gems of NSW's Southern Tablelands. Braidwood is on the Kings Highway, 225 km from Sydney and 55km from Canberra. Braidwood's unique soils, seasons and availability of water are what makes it such a great area for growing garlic. Braidwood experiences real seasons from the frosty winter mornings to hot summer days. A unique micro climate dominated by late afternoon cool damp air, known locally as the 'Monga Mist', allows agriculture to thrive in the area. This land has been occupied by and cared for by Aboriginal people of the Dhurga language group in the Yuin Nation for tens of thousands of years. Braidwood's town is classified by the National Trust and retains most of its original Georgian town plan and a significant number of early buildings. The rural life and charm of the town is carried on against many fine examples of 19th century architecture. Braidwood is surrounded by some of the most pristine bush and National Parks in NSW. While farming and rural activities remain prominent, the historic town has also attracted tree changers including many artists who show their work through Braidwood's galleries and further afield. Beautiful pubs, cafes, galleries, churches, craft and antique shops all operate in restored old buildings which have served the town since the frantic gold rush days of the 1850s. For a true country experience and a step back in time, come for a week or weekend and be surprised at what Braidwood has to offer.

BGGC Member profiles – 'Meet our farmers'

BGGC's strategy is to celebrate our growers and, through their stories, show what sets BraidGarlic apart.

The Grower Profiles should be a key feature of the BGGC website and a critical element of building the provenance story. While not ignoring the hard work and risks involved, the stories should strive to provide inspiration to invoke envy from office-bound potential consumers working in the city and dreaming of a tree-change.

A simple questionnaire could be developed to help develop the profile e.g.

- Tell us about your background and why you are a BGGC member

- Tell us about the garlic you grow
- Why is chemical-free agriculture important to you?
- What do you love about Braidwood and/or the Southern Tablelands area?
- What do you like best about winter in the area?
- What do you love about garlic?
- What is your favourite garlic recipe? (credit recipe author)
- Where can people buy your produce?

It is suggested to use the term 'farmer' in consumer-focused material e.g. Farmers' Market. Using the term 'grower' may be more accurate and encompassing but also has a commercial, large scale feel (e.g. grain grower) as opposed to the more folksy, approachable term, 'farmer'.

A photo to support the story is important. Ideally this would be a photo of the BGGC member(s) taken onsite. If not, then a 'farm inspired' image. (See Attachment A for suggestions regarding photography).

Garlic Explainer

BGGC's strategy is to provide authoritative information to help consumers understand the different types of garlic available, when they are available and what are the distinguishing features. This may be adapted from sources such as the AGIA.

Health benefits

BGGC's strategy is to provide relevant information to individuals who are interested in health benefits of garlic as part of a general focus on wellness. Care would be taken in the messaging to ensure that we are not seeking to present medical advice and that information offered regarding the health benefits of garlic is for general information.

This element of our strategy will be particularly important in relation to BGGC members who develop specific products directed toward the wellness market.

6. Excite



Making the most of garlic

BGGC's strategy is to make it easy for consumers to understand how to best use BraidGarlic to enhance the meals they are making.

This may take the form of a simple chart graphic which sets out what garlic is right for different types of uses.

Two examples are provided below. Figure 9 describes the tastes of the apples in a highly evocative way which encourages sampling. This approach would also support a tasting activity and provide evidence of full of flavour.

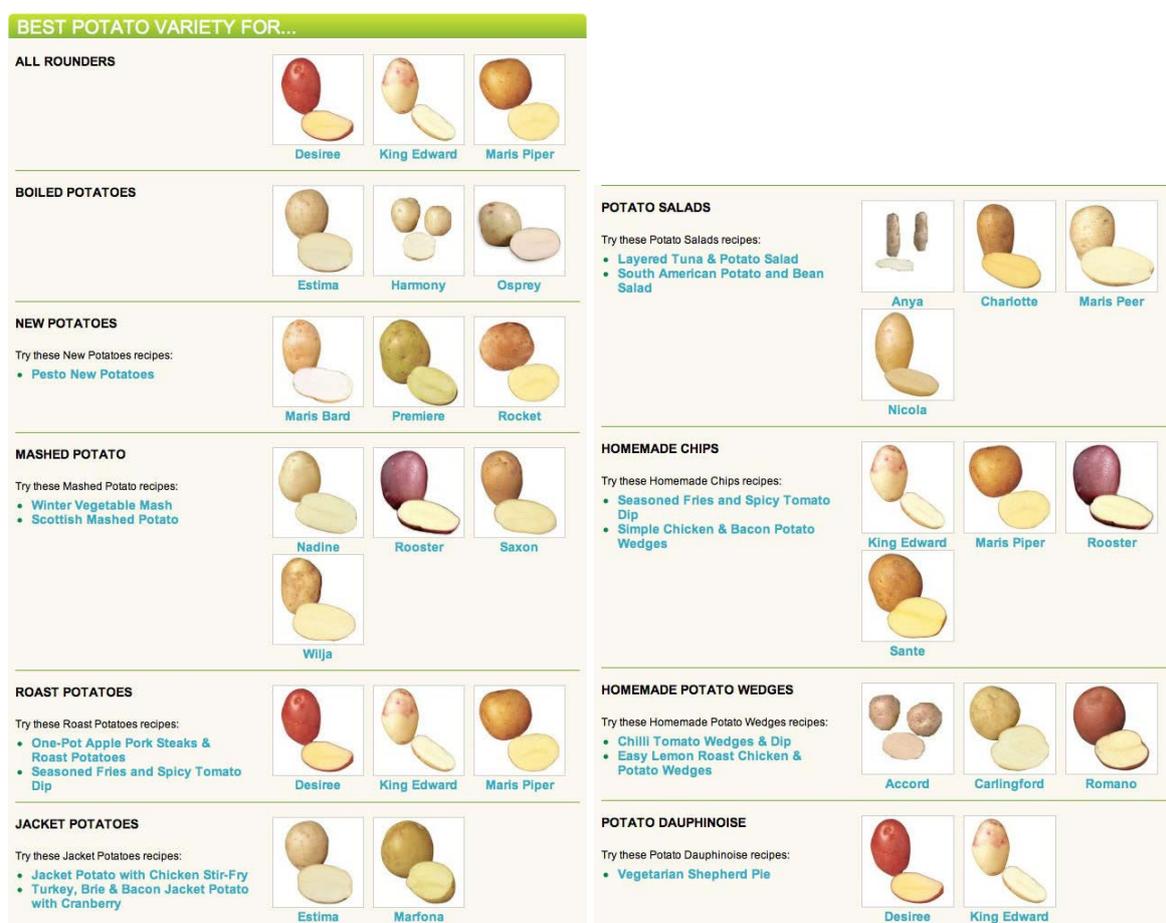
However, the example in Figure 10 is recommended as the focus on consumer need strongly promotes action/purchase e.g. I want to know the best potato for mashing. This graphic also goes further and suggests a recipe (see next suggestion).

Both of these could be simply provided as an A4 Factsheet that is easily printed at home or in short-runs at a copy shop.

Figure 9: Tasting Notes

Local Apples Tasting Notes					
Fiesta  Cox-like flavour, rich aromatic, tougher skin	Jonagold  Crisp, juicy, nearly yellow flesh	Beauty of Bath  Distinctive, fairly acid taste, very sweet	George Cave  Strong, sweet, sharp taste, fairly acidic	Discovery  Crisp, juicy, often pink stained flesh	Scrumptious  Crisp, juicy with good sweet and balanced taste
Orleans Reinette  Sweet, firm, slightly dry flesh	Adams Pearmain  Rich, aromatic, nutty flavour, firm textured	Early Windsor  Crisp, juicy flesh, Rich aromatic flavour	Limelight  Crisp, juicy, sweet	Cox  Sweet, rich, aromatic, subtle complexity	Lord Lambourn  Sweet & very juicy with crisp flesh
Claygate Pearmain  Russet texture, firm and full flavoured, less juicy	Court Pendu Plat  Sweet and acidic, full flavour	Laxtons Fortune  Soft flesh, pleasant sub-acid aromatic flavour	Egremont Russet  Typical russet, crisp flesh, sweet and distinct "nutty" flavour, less juice	Red Devil  Strong fruity taste, stained flesh, Crisp pink flesh and juice	King of the Pippins  Crisp, distinctive flavour, sweet with acidity
Bramley  A cooker that cooks to pale cream fluff	Norfolk Beefing  Also a cooking apple				

Figure 10: Best potato variety for....



BGGC Irresistible Recipe Collection

BGGC’s strategy is to inspire people to try full of flavour BraidGarlic in new and exciting ways.

This would involve collecting a range of recipe ideas showcasing the use of garlic, particularly the types of garlic being produced by BGGC members. The recipes need to be reliable and full of flavour, ideally with a particular focus on unusual or exuberant uses of garlic e.g. 100 clove chicken, great garlic bread, garlic soup, garlic gougeres. And captured in an Instagram-worthy photo!

The source of recipes should be appropriately acknowledged. This is a suggested framework¹⁷:

- If you’re modifying someone else’s recipe, but it resembles the original, it should be called ‘adapted from’. Provide a working link to the original source of the recipe (the author’s or the publisher’s website).
- If you’ve changed the recipe quite a bit but you were strongly influenced by someone else’s recipe, you should say it was ‘inspired by’ and provide the same links as above.
- If you change a recipe so much it couldn’t be recognised, you may be able to call it your own. Although how and why you adapted the recipe is often an interesting story. In which case, you could certainly say where and how you came up with the recipe that you’re publishing.

¹⁷ <https://www.davidlebovitz.com/recipe-attribution/>

These recipes could be presented as an A4 Factsheet that is easily printed at home or in short-runs at a copy shop. Consideration should also be given to using video to capture the recipes creation or particular techniques involving garlic.

As the recipe collection grows, consideration could be given to a recipe collection book, a recipe-based calendar or a self-published ebook.

Advanced techniques

BGGC's strategy is to provide suggestions for people who are interested in doing more with the garlic they purchased. This may include drying garlic, preserving garlic, pickling, making garlic salt, green garlic, natural pesticide etc.

Grow your own

Our strategy is to encourage home gardeners to have a go at growing their own garlic and purchasing BraidGarlic as seed. This would include advice on growing conditions, tips and tricks based on the growing garlic in cold climates like Braidwood. This would also include ideas for use of garlic in garden sprays etc.

7. Entertain



Our Entertain strategy seeks to engage potential customers in a personal and memorable way and create opportunities for participation and connection. Our ability to entertain customers is a differentiation strategy intended to drive word of mouth promotion and loyalty.

Garlic Festival

The Garlic Festival is a key focus of our Entertain strategy and is set out in the Garlic Festival Plan.

Garlic Fiesta and other events

The Garlic Fiesta is held in conjunction with the Braidwood Festival and the Airing of the Quilts event around the last weekend in November. The timing marks the beginning of the garlic season. These events bring a substantial number of visitors to Braidwood and provide a great opportunity to promote the BGGC and its members products, such as through shared market stalls.

This should continue to be a key event for the BGGC to participate in.

BGGC should also seek opportunities to participate as a group in market events and stalls with a strong focus on events that appeal to the target audiences of Education Ambition and Social Creatives.

The Garlic Festival Plan includes details of a range of regional events at Attachment D.

Hands on Activities

BGGC's strategy is to continue to devise hands-on activities that provide the opportunity for consumers to expand their knowledge, learn a new skill and generally get involved.

There is strong interest within the food and wine tourism sector for opportunities to understand more about food production. However, it is appreciated that the opportunities for farm tours are limited due to the issues around biosecurity.

Ideally this would include activities that could be undertaken as part of a market stall and require minimal supervision (e.g. can be led by one BGGC member).

Ideas include:

- Garlic tastings - experiencing different garlics to deepen the consumers appreciation for different flavours. A fee could also be applied to this activity.
- Garlic braiding – provide the opportunity for people to have a go at braiding garlic. A fee could also be applied for this activity.
- Garlic breath competitions – The Toronto Garlic Festival uses a gas chromatograph which is provided by a medical equipment supplier to measure contestants' breath in the parts-per-billion of three crucial garlic elements – Hydrogen Sulphide (H₂S), Methanethiol, and Dimethyl Sulphide. The highest reading of H₂S (that is, with the strongest garlic breath) wins. Support may be able to be obtained from a university offering dentistry courses (Charles Sturt University). Otherwise a local expert (local dentist) could be appointed as the judge.
- A vampire-themed activity given the linkage with garlic. This could possibly connect with Braidwood's historic settings for a gothic style activity or event.

Online competitions

Conducting an online competition is another way to extend market reach.

An example might be to have a celebrity chef patron develop a range of recipes featuring a certain percentage of Braidwood garlic. This would also be an opportunity to discuss the unique features of the cold climate or more unusual varieties and their best applications.

The challenge for consumers is then to have a go at cooking the meals and posting their photos online. Judging could be based on the photos. A suitable prize would also need to be offered e.g. dinner at the celebrity chef's restaurant or a foodie weekend in Braidwood.

This could also be taken to a different level where the competition winners are invited to participate in a cook-off with the celebrity chef judging the efforts. This activity could take place at the Garlic Festival with the competition itself providing a promotional platform in the lead-up. This could also be conducted as a key activity at another event such as a food and wine show in a major city.

Clearly the logistics of bringing individuals together face-to-face are much more complex and would need a travel sponsor or assistance. However, another way to address this would be to split the competition into an online winner and have a separate cooking competition based on contestants' ability to attend the selected venue.

Another idea would be to reverse this and ask the community to provide their own recipes featuring a certain percentage of BraidGarlic. These recipes may then be critiqued by a celebrity chef and the best recipes featured as a part of a cooking demonstration activity.

In the ACT, the charity group PANDSI (Post and Ante Natal Depression Support and Information) has developed a fantastic fund-raiser around the concept of a cake baking competition using the iconic Australian Womens Weekly Children's Birthday Cake recipe book.

<https://www.facebook.com/pandsicakeoff/> However, a tie-in with a commercial publisher also comes with specific complications.

Although a game of skill, legal advice should still be sought in relation to the competition rules and ensuring compliance with the relevant state and territory legislation.

8. Planner

Strategies	No	Actions	Timing	Proposed Measurement
Logo and brand	1	Develop logo and brand guidelines and manage brand usage by members		Full integration of brand into marketing activity – online, social media and by members
	2	Develop a brand image library, appropriate credits that is accessible to responsible parties		An image library that reflects the BraidGarlic brand is utilised.
Website	3	Review website structure and content to provide greater consumer-focused Establish dedicated area for Member Recruitment including testimonials from existing members		Website analytics
	4	Investigate options for the website CMS to support the following features: Subscription forms <ul style="list-style-type: none"> ▪ Social media feeds ▪ Page sharing apps ▪ Integration with permission-based marketing tool 		Social media analytics
Permission-based marketing	5	Develop an email-based communication strategy for online subscribers that aligns with the preferred options and objectives for the online marketplace. This includes options for automated personalised emails for key activity undertaken on the website.		Growth of subscriber base Open rates and other email analytic measurements
Online marketplace	6	Develop an implementation strategy for the preferred approach to the online marketplace		Product sales/ Product requires
Social media	7	Establish an Instagram presence for BraidGarlic and prioritise activity on this platform.		Follower base and social media analytics
	8	Support social media communications on all platforms through: <ul style="list-style-type: none"> ▪ Social media skills development ▪ Posting calendar of activities and items (linked to 5 above) ▪ Rotating responsibility within membership ▪ Investigate graphic design support tools 		No of posts and social media analytics
Partnerships	9	Seek opportunities for partnership and collaboration		Establish relationships with at least 5 groups (<i>example only</i>)
PR	10	Continue to build connections for free publicity		No of articles and mentions
Presence	11	Consider options for promotional collateral to assist in supporting BGGC's presence at events		
Engage	12	Confirm the role and responsibilities of the Education/Technical Officer in relation to membership management.		Appointment to role Clarity on responsibilities Recruitment and retention nos

Strategies	No	Actions	Timing	Proposed Measurement
		Appoint a member to role. Consider the value of a buddy program.		
	13	Develop a Member Recruitment Kit (online in dedicated Members areas and hard copy).		No of downloads No of queries
	14	Develop a New Members Kit with possible features including: <ul style="list-style-type: none"> ▪ Quality requirements ▪ Garlic growing handbook ▪ Farmgate signage/ member branded gift ▪ BraidGarlic logo and guidelines ▪ Rules including in relation to product sale ▪ Meet our farmers questionnaire (online profile) 		New member feedback on value of packs
	15	Develop a regular program of member engagement activities with a strong education/skills development component. Support this with regular member communications via enews and wiki.		Membership feedback on engagement program (event survey, annual membership survey)
Enlighten	16	Refine the Braidwood regional story		Adoption by stakeholders
	17	Develop the member profiles for the 'meet our farmers'. Obtain photos		No of members profiled Website analytics
	18	Develop the Garlic Explainer (online and hard copy)		No downloaded/ viewed/shared No distributed
	19	Develop health benefits feature		Website/social media analytics
Excite	20	Together with the Garlic Explainer above, identify useful tools to support engagement with consumers at events regarding: <ul style="list-style-type: none"> ▪ Which garlic is right for what task. ▪ Advanced techniques 		Website/social media analytics
	21	Build a collection of recipes (see members profile questionnaire) for publication on the website and as a fund-raiser (book, ebook, calendar etc.)		Website/social media analytics Consumer feedback Sales
	22	Develop information for home gardeners that encourages the purchase of BraidGarlic seed.		Website/social media analytics Consumer feedback Sales
Entertain	23	Garlic Festival – refer to Next Steps in separate plan		
	24	Develop a BGGC Event Participation Calendar. Identify a range of hands-on activities that will support BGGC members in their presence at markets and activities or can be incorporated into a BGGC event.		Consumer feedback Participation rates
	25	Investigate the viability of an online competition to extend reach.		Competition participation/mentions vs costs of staging

9. Cost Estimates

This section provides cost estimates for a range of activities to provide an indication. Many of these estimates may be able to be reduced through negotiation or drawing on networks.

ITEM	FEATURES	QUANTITY	COST INC GST	Quote supplied by:
Logo design	Include 2 reviews, guidelines and creation of logo versions suitable for a range of uses including social media, co-marketing etc. Layouts for Farmgate signage etc.		\$3,000.00	Estimate
Domain etc.	Annual		\$500.00	Estimate
Weebly - upgraded subscription for online market	Annual	1	\$360.00	Weebly
Istock (royalty free photography) subscription	1 image generally 3 credits	36 credits	\$351.00	istockphoto.com
Canva subscription - Graphic design package	Templates plus images etc. to support production of simple flyers, social media etc.	1 user	160.00	Canva
Farmgate BGGC Membership signage	600mmx600mmx5mm corflute corrugated plastic signs with eyelets in each corner plus delivery to one point	20	\$ 420.00	Vivid Ads
Member gift - bucket hat	Branded one logo - cheaper option than sunhat	50	\$ 445.50	Promotional Product Experts
Brochure Printing	A4 Trifold to DL colour double-sided 200gsm paper	500	\$ 540.00	Snap
Branded Market Aprons - including pocket	Event volunteer identification. Logo single colour print (avoid issues of sharing/sizing e.g. caps and t-shirts - only washing)	20	\$ 556.60	Estimate
Vinyl outdoor banners	2.5 x 1 m with standard resolution and weld ropes and eyelets	1	\$ 100.00	Bannershop.com.au
Teardrop flags - small	2.4m Double-sided with hardground cross feet (indoors/outdoors)	4	\$1,496.00	Banners2go
Teardrop flags - large	4.4m double-sided with inground stake only	2	\$ 850.30	Banners2go
A2Go Ground sign	2m x 900mm double-sided ground sign	1	\$ 684.20	Banners2go
Gazebo	3mx3m branded weatherproof pop up gazebo with printed canopy and back wall (carry bag will be extra)	1	\$1,523.83	Banners2go

ITEM	FEATURES	QUANTITY	COST INC GST	Quote supplied by:
Branded tote bags	Reusable calico bags for giveaway including URL	100	\$514.80	Estimate
Branded stickers	80mm in diameter 2 colours	500	\$232.00	Snap
Bunting	500 metres in 2 colours with single logo		TBC	AboutBunting

Attachment A: Imagery

Example: Regional panorama photo from Braidwood Times Facebook page.



Example: Beautiful photo from the Braidwood Times article



Example: A dynamic photography style can also be created using tight crops, bright colours and unusual angles.



Attachment B: Automated personalised emails with personality

Subject: Did you miss this, Jane?



This Shiraz has 55 years of experience — it's yours, Boots & All!

 You have a free bottle in your basket - [CLICK HERE TO CLAIM YOUR FREE BOTTLE](#)

Dear Jane,

Grab your free bottle of [Cathy and Neil Howard's Boots & All Shiraz 2017 worth \\$25.99](#) — you earned it, you made it happen!

Angels, time really does fly. Just 5 months ago we introduced Cathy and Neil Howard from Geographe in W.A. as your 43rd liberated Naked winemaker team.

This passionate wife and husband winemaking duo had a compelling backstory

There was the combined 55 years of experience making and growing for luminaries such as Pipers Brook in Tasmania, St Hallet in the Barossa, Evans & Tate in Mildura, Blue Pyrenees and Mount Avoca in Victoria, the iconic Sandalford in Margaret River and... you get the picture.

Impressive stuff!

Then, there was their dream. To take a leap of faith, to go it alone, find a little plot of soil, grow grapes and make their own wines... their own way. And, to do it all while hand-tending their small vineyard with long-learned practices that are ecologically sound and socially supportive.

Wow... Love it!

[Click here to grab your free bottle of Boots & All Shiraz 2017 worth \\$25.99.](#)

This dynamic duo's pristine Geographe vineyard is producing the most delectable, textural, quantities of delicious excellence. Yep, they've got some of the most esteemed wine critics of Australia lavishing praise. *Woohoo!*

Subject: DRG Reds: The most sought after wines of the year
Iconic winemaker. Super reds. Will sell out!

Hey Jane,

DRG reds are back!

Grab a six pack of our most elusive and in demand reds for only \$ using your Angel Balance.

Two years ago we gave Angels the heads-up that Daryl Groom's exceptionally luxurious Barossa Valley DRG reds were back in stock. They disappeared in under two weeks.

Then, last year, the same heads-up led to the incredibly rare DRG Barossa Shiraz vanishing in just a few hours and the Zinfandel Shiraz vanishing in just a few days... all GONE!

And, this year, the phones have been running hot in anticipation and, this year... there are *many more* Angels.

It's a serious recipe for a lot of Angels missing out.

Don't wait till next year. Grab your six pack now!

If you've never tried Daryl Groom's reds (because they're always sold out) here's why they are the most sought after wines on the Naked site:

- Daryl Groom has over 35 years winemaking under his belt. He used to be Senior Winemaker at Penfolds.
- His wines have been served at the Oscars and Emmys.
- Responsible for making Grange, yep, *the* Grange.

Daryl makes just two reds for Angels, in incredibly small quantities. We get Angels asking us all through the year when Daryl's reds will be released.

While most of the wines that are made for Naked wines are small batch, the amount produced of these two Barossa reds gives new meaning to 'small-batch'.

Subject: Order confirmation

naked
WINES



Hi Jane!

Thanks very much for supporting Aussie winemakers!

If you're as excited as Rusty here for your wine to arrive, then sit back, relax and check over this incredibly exciting email that confirms a few things you probably already know.

Your order number is #6381118 - if something doesn't look right please call us straight away on **1800-4-ANGEL**. If you've ordered more than one case, they might arrive separately.

Your wines are due to arrive **Tuesday 21/11/2017** and the delivery driver will follow the instructions you gave us to leave at front door.

Subject: Your wine is on the way!

naked
WINES



Hi Jane,

OK this is getting serious... your wine just left the warehouse!

Having been lovingly picked and packed by our awesome Naked warehouse gang, your order is now on board a truck and winging its way to your door!

You can track the progress of your delivery by using the link(s) below, but remember it may take a while for tracking to appear.

Have a question about your delivery? Contact our Customer Happiness team on 1800 898 677 Mon-Fri 9am-5pm EST.

Subject: Your wines have been delivered. Plus some top Naked tips...

naked wines  1800-4-ANGEL



Hi Jane

Woohoo! Your wine's been delivered!

If you've been waiting at the door since you pushed the big green button like Rusty here, then you already know this.

But if not, then let us be the bearer of GREAT news. **You've got wine!**

Your delivery driver deserves a hug

If we told you he left your wine down the street instead of where you asked us to, you'd be mad right...?

Of course you would, so it's a good job he's left it exactly where you asked him to!

(phew!)

In case you didn't know...

- Every wine in your case has been lovingly crafted by one of our winemakers
- You can chat with them on the website
- Ask them questions and tell them exactly what you think of their wines
- Rate your wines, so we can help you find more you'll love
- Find your friends who are already drinking Naked
- Do it all on the go by [downloading our FREE mobile app](#) for iPhone, iPad and Android

To help us get you the best possible service in future, I'd love to know what you thought. How was the delivery service you received?

1	2	3	4	5
1	2	3	4	5

Very Poor Poor Fair Good Very Good

Cheers,

1.1

Braidwood Garlic Growers Co-operative

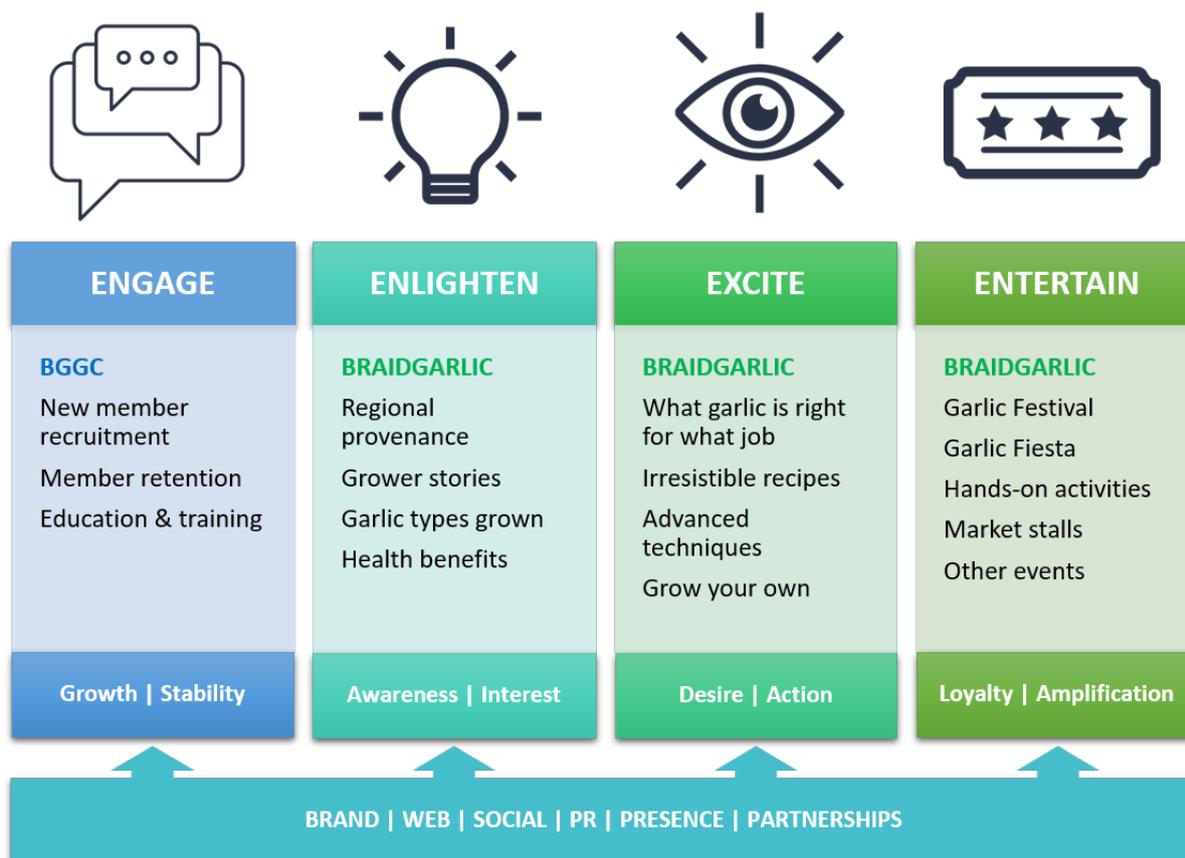
Garlic Festival Plan (draft)

April 2018

1. Garlic Festival

BGGC’s strategy is to develop a compelling, meaningful and consumer-oriented marquee event to increase the awareness and purchase of BraidGarlic. A successful Garlic Festival will be key for building and maintaining awareness of the Southern Tablelands region as the premier region for quality cold climate garlic.

The following diagram shows where the Garlic Festival fits within our ‘4Es’ marketing strategy.



2. Staged approach

BGGC’s top priorities for the development of a Garlic Festival include:

- Chefs, foodies, stalls, tastings
- A long lunch
- Garlic education
- A family atmosphere
- Lots of visitors
- All sector community engagement e.g. SES, Lions, Fire Brigade to organise parking etc.

BGGC is inspired by the success of the Meeniyan Garlic Festival in Gippsland, Victoria. This festival attracted 7000 people (\$10 a head) in its first year as well as 65 stallholders. The 2018 festival was expanded to a focus on regional products and included precincts dedicated to dairy, wine and cheese, food and produce, and arts and crafts. The commitment from the local community to supporting the event is clear from both the size of the organising committee and the number of sponsors (see Attachment A).

BGGC recognise that staging a Garlic Festival is a significant undertaking and that we need to be mindful of the context in which the festival is to be delivered.

This includes:

- A full program of established regional events and activities, particularly competing during the preferred season of autumn (see Attachment B with further details provided in Attachment D).
- A comparatively low level of support for tourism initiatives from QPRC.
- Lack of ready funds to engage organisational assistance (festival coordinator) or to cover the costs of underpinning infrastructure (insurance, toilets, power etc.).
- A relatively small pool of potential local sponsors – Bendigo Bank, QPRC and individuals within the local community (see Attachment C for sponsors of local events).
- The many existing calls on the time of local volunteers.
- Limited capacity to engage a receptive audience for marketing and promoting the event.

Our strategy is to adopt a staged approach which enables us to build confidently on success and enhance the offering over the years. A ‘proof of concept’ approach will also assist in gaining future funding through grants and sponsorships etc.

BGGC’s approach will be founded on establishing a cornerstone event that would be incorporated into a broader festival program of activities.

We will also seek to leverage an existing event to support us in connecting with an established network to attract attendees.

3. The opportunity

The Southern Harvest Festival based in Bungendore provides a key opportunity to do this. This festival was attended by 20,000 people in 2017 and offers an established network for marketing the BGGC event. The 2018 event was held on 16-18 March and BGGC had a market stand presence at the event.

The Bungendore Southern Harvest Festival has also shown that they are keen to extend the event beyond the Saturday market day and already include a broader calendar of activities including farm tours in Braidwood.

By working with Southern Harvest, we can gain a head start on developing awareness and future support for a Garlic Festival.

4. Proposal

BGGC’s proposal is to stage a BraidGarlic Long Lunch as part of the 2019 Southern Harvest Festival. This would most likely be held as a Sunday lunch/afternoon event, providing at least four courses (e.g. entrée, main, dessert, cheese or appetiser, entrée, main, dessert depending on chef and involvement of local producers).

This Long Lunch will be held in a unique and iconic location such as Braidwood’s Ryrie Park. The park offers a prominent position, features such as the bandstand which offers a delightful feature for a musical element and some access to power, toilet facilities and parking. Alternative venues that celebrate the rural nature of the area such as a woolshed or stables could also be considered. Options for wet weather should also be considered.

To manage trespasser issues, attendees could be provided with a non-removable wristband on presentation of tickets at the commencement of the event.

The major drawcard would be the involvement of a 'celebrity chef' in designing and preparing the meals. This will heighten the uniqueness and desirability of the event (e.g. think Willy Wonka Golden Ticket).

An alternative approach would be to involve several chefs known for their interest in regional ingredients and each would be involved in providing a course.

Local producers of a range of products may also be able to be featured. For example, as a wine sponsor or a cheese maker.

Advantages of this approach include:

- Ability to establish a budget based on comparable events (tickets for these types of events range from \$120-\$150).
- Ability to access funds from ticket sales prior to the event to support staging.
- Involvement of a professional catering expertise to ensure that a quality event is delivered.
- Ability to set a minimum and maximum numbers for viability.
- Ticket sales supplemented by members encouraging friends and family to attend to ensure minimum viability.
- BGGC members network provides contacts with renowned chefs.
- Support the responsible service of alcohol through provision of bus service (extra cost). Or special offers for designated drivers (Rutherglen Winery Walkabout).

A key advantage is that this type of activity is more easily managed through a committee, particularly accessing event-based expertise within the existing BGGC membership. This avoids the need to find funds initially to support the engagement of a festival coordinator.

5. Potential Budget

	100 attendees	250 attendees
\$120 a head	\$12,000	\$30,000
\$150 a head	\$15,000	\$37,500

Free tickets/giveaways should be limited if not avoided completely to maintain the viability of the event.

6. Next Steps

To further investigate the viability of the concept, the following activities are proposed to be undertaken:

- Form a committee to manage the event investigations, seeking specialist expertise from within the BGGC membership or local community.
- Engage with the Southern Harvest Festival to determine interest in staging the event as part of their 2019 Bungendore festival program.
- Identify potential chef/restaurant partners and seek to establish interest, exact staging costs as well as advice on how to best stage the event e.g. meal preparation/chilling etc. facilities required, waitstaff, rental of tables, chairs, plates, glasses and cutlery.
- Identify potential local food/wine (other beverage) providers who may be approached to have products featured as part of the menu.

- Liaise with QPRC to seek relevant advice regarding permissions and restrictions in relation to the proposed venue, Ryrie Park and alternative options proposed by the committee. These discussions would also investigate opportunities for support from QPRC.
- Discuss with local bus/transport company their interest in offering shuttle services (if additional advice is required, it could possibly be sought from Rover Coaches in the Hunter Valley who specialise in event shuttles).
- Consider options for supporting designated drivers. For ideas, this is how this is approached for the Rutherglen Winery Walkabout. *“Visit any participating winery or come to the Rutherglen Wine Experience and Visitor Information Centre and get your white wristband (which shows us you're a designated driver/not drinking) and get two free tea/coffee/soft drink vouchers. You can also enter our Designated Driver competition courtesy of our major sponsor, TAC, and go in the draw to win a \$200 fuel voucher! Please note: Designated drivers are not able to consume any alcohol at Winery Walkabout - wineries will not serve any alcohol to those wearing the DD white wristband. This is event policy, and all DDs at this festival must have a BAC of 0.00.”*
- Engage with local community for other ideas for sympathetically profiling local businesses, musicians, artists as part of the event.
- Consider options for security and safety on the day including development and compliance with applicable work health and safety regulations.
- Develop promotional/marketing/ticketing strategy in cooperation with Southern Harvest. A platform such as Eventbrite could be used or leverage Southern Harvest’s infrastructure.

Attachment A: Meeniyán Garlic Festival

2018 Organising Committee



David Jones
Chairperson

Kaylene Shervell
Facilities & Procurement

Greg Morris
MC - Festival Stage

Greg Willcocks
Regional Hospitality Liaison

John Hattam
Deputy Chair

Meg Viney-Bell
Artist, author of The Garlic Companion

Paul Crock
Hospitality Industry Liaison

Gabi Willcocks
Regional Hospitality Liaison

Melody Martin
Secretary

Pauline John
Arts Program Co-ordinator

John Mackie
Historic Vehicle Displays

Amanda Diamond
Arts & Sculpture Installation

Peter Twigg
Treasurer

Cr Andrew McEwen
Local Government Liaison & Governance

Shane Bright
Men's Shed & Infrastructure

Lisa Hattam
Community Group Liaison

Kirsten Jones
Garlic Industry Liaison

Chris Sargant
Event Operations

Jeannie Hicks
Media & Communications

Di Byrnes
Volunteer Program Coordinator

Liz Walker
Festival Kitchen Coordinator

Anne Martin
Gates and Ticketing

Sally Gorman
Kids Activity Coordinator

Raewyn Parnell
Garlic Institute Host

David Bagallay
Garlic Institute Host

2018 Sponsors and Supporter

Principal Sponsors



Event & Community Partners



Major Sponsors



Regional Sponsor



Friend of the Festival



Attachment B: Local and foodie events

The following table provides a calendar of regional festivals as well as significant foodie events to assist in identifying potential dates for staging a Garlic Festival. Further details are provided on specific events in Attachment C.

New Year's Day	1	January
Braidwood Book Fair	25	January
Australia Day	26	January
Bungendore Show	28	January
Bungendore Music Festival	3	February
Googfest	3	February
The Blues Festival Goulburn	8	February
Braidwood Cup	10	February
Stomping of the Grapes Festival Kiama	10	February
Canberra Multicultural Festival	16-18	February
Meeniyar Garlic Festival	17	February
Royal Canberra Show	23-25	February
Koonya Garlic Festival (Tas)	24	February
Enlighten Festival	2-18	March
Braidwood Show	3	March
Taste of Sydney	8-12	March
Kiama Jazz and Blues Festival	9	March
Canberra Day (ACT)/ Labour Day (Vic)	12	March
2018 Bungendore Harvest Festival	16-18	March
Melbourne Food and Wine Festival	16-25	March
Skyfire (ACT)	17	March
National Folk Festival Canberra	29-2	March/April
Four Winds Festival Bermagui	28/1	March/April
Good Friday	30	March
Easter Saturday	31	March
Ulladulla Blessing of the Fleet	1	April
Easter Sunday	1	April
Easter Monday	2	April
Orange FOOD Week	6-15	April
Canberra District Wine Harvest Festival	7-15	April
Braidwood Rodeo	7	April
ANZAC Day	25	April
Collector Village Pumpkin Festival	6	May
Taste of Orange	6	May
Labour Day Holiday (QLD)	7	May
Tallong Apple Day	7	May
River of Art Moruya	18-27	May

Two Fires Festival (cancelled 2017)	13	May
Lovedale Long Lunch	19-20	May
Reconciliation Day (ACT)	28	May
ACT Truffle Festival (June to August)	1-30	June/August
Queen's Birthday (ACT, NSW, VIC)	11	June
Fireside Festival (August)	1-31	August
Bank Holiday (NSW)	6	August
Ekka Wednesday (QLD)	15	August
Mudgee Wine and Food Festival	7-22	September
Floriade	15-14	Sept/Oct
Granite Town Music Festival Moruya	17	September
Folk by the Sea Kiama	21	September
AFL Grand Final Holiday (VIC)	28	September
Booroowa Irish Woolfest Festival	30	September
Queen's Birthday (QLD)/ Labour Day Holiday (ACT, NSW)	1	October
Queanbeyan-Palerang Regional Council Arts Trail	20-21	October
Murrumbateman Field Day	20-21	October
BooGong Halloween at Googong	28	October
Dragon Dreaming Festival, Wee Jasper	2-5	October
Bungendore Rodeo	4	November
Melbourne Cup Day (VIC)	6	November
Majors Creek Music Festival	10	November
Queanbeyan Show	10	November
Braidwood Festival and the Airing of the Quilt/ Garlic Fiesta / Braidwood Open Gardens	25-26	November
Christmas Day	25	December
Boxing Day	26	December

Attachment C: Local Sponsors

This table provides details of the organisations involved with sponsoring local events.

Sponsor	Bungendore Show	Enlighten	Bungendore Music Festival	Braidwood Cup	Braidwood Show	Braidwood Harvest Festival	Two Fires Festival	Q-P Arts Trail	Mur Field Day	Majors Creek Festival
ActewAGL		Y	Y					Y		
Altenburg & Co							Y			
ANU		Y								
Barlens										Y
Bendigo Bank	Y		Y		Y	Y	Y			Y
Bentspoke Brewery		Y								Y
Braidwood Associated Agencies					Y					
Braidwood Bunyip Jungle					Y					
Braidwood Central School					Y					
Braidwood CWA					Y					
Braidwood Food Market					Y					
Braidwood Garden Club					Y					
Braidwood IGA							Y			
Braidwood Quilt Shop					Y					
Braidwood Weed Kill					Y					
Braidwood Rural	Y									
Canberra Centre		Y								
Canprint Communications										y
Capital Hotel Group		Y								
City Renewal Authority		Y								
Dargues Goldmine				Y						
Holcim?			Y							
Icon Water										y
Infigen			Y							
Long Paddock Eggs	Y									
NCA		Y								
QPRC										Y
Reverse Garbage										y
Royal Mail Hotel					Y					
Singapore Airlines		Y								
Tegra Australia					Y					
Tex' Transport					Y					

Sponsor	Bungendore Show	Enlighten	Bungendore Music Festival	Braidwood Cup	Braidwood Show	Braidwood Harvest Festival	Two Fires Festival	Q-P Arts Trail	Murfield Day	Majors Creek Festival
The Land									Y	
Ultimate Horse Shop (Goulburn)					Y					
Veolia Mulwaree Trust			Y				Y			
Wires Pastoral Company					Y					

Attachment D: Local event details

Braidwood Community Book Fair – Thursday 25 January to Sunday 28 January 2018

Website: <http://www.visitnsw.com/destinations/coountry-nsw/queanbeyan-area/braidwood/events/braidwood-book-fair>

<http://www.communityswitch.com.au/events/view/17961/monstrous-book-fair/>

Key Activities: The Braidwood Book Fair is a monster book fair. There are thousands of books, DVD's, CD's, LP's and magazines to choose from to that lazy weekend novel to reference books on many subjects. There are cooking books, DIY or self-help books, gardening and craft books of all sorts. This community event is organized by the Anglican Parish of Braidwood. While the Book Fairs are organized by the Anglican Parish of Braidwood, the proceeds are used by the Church to help the town. Proceeds in 2017 was over \$10,000 representing over 8,000 books sold.

Australia Day in the Capital – Friday 26 January 2018

Website: <http://www.events.act.gov.au/program-for-the-day>

<http://www.act.gov.au/our-canberra/latest-news/2018/january/australia-day-events-2018>

<http://act.australiaday.org.au/>

Key Activities: Great Aussie breakfast, 2018 National Flag Raising, Flyover, 21 Gun Salute and Citizenship Ceremony, Concert at Regatta Point, marketplace, Fireworks display at 9pm. There is kids' entertainment at Patrick White Lawns such as game of cricket, giant slide, face painting, jumping castles

Attendance: 50,000 to 70,000

Entry Fees: Free

Bungendore Show – Sunday 28 January 2018

Website: <http://www.bungendoreshow.com.au>

Key Activities: The Show is managed by the Bungendore Pastoral, Agricultural & Horticultural Society (BPAHS) and is an independent incorporated body, run by volunteers. The aim of the Bungendore Show today is to showcase and celebrate the finest talent, animals, produce, businesses and services in our area and provide a great family day out for people who live in and around the region. There are a number of competitions such as: Alpacas, Egg and Toss Challenge, Cattle, Dachshund Races, Dog Jump, Flat Chat Dog Race, Goats, Horse and Equestrian, Partner Carrying, Pavilion, Pet Parade, Sheep, Showgirl, Tug-o-war

Attendance:

Entry Fees:

- Children under 13 – Free
- Adults \$15
- Seniors \$10
- Family (2 adults and up to 3 children under 17) \$35
- Camping \$20 (per unpowered site) \$25 (per powered site)

Stall holder fees

- Standard site is 3 x 4 m @ \$60.00

Official Sponsors: Bendigo Bank, BRural, Long Paddock Eggs

<https://www.bungendoreshow.com.au/wp-content/uploads/2014/10/SPONOSRHIP-PROSPECTUS-9-14.pdf>

Sponsorship Options Summary

DESCRIPTION – MAIN PACKAGES	VALUE (EXCL. GST)
BUNGENDORE SHOW'S GOLD MEDAL SPONSOR NAMING RIGHTS	\$8,500
TRADE AND COMMERCIAL EXHIBITIONS AVENUE	\$5,000
ENTERTAINMENT SPONSOR	\$4,500
HORSE AND EQUESTRIAN SECTION SPONSOR	\$4,500
SECTION NAMING RIGHTS TO THIS VALUE	\$1,000
OTHER OPTIONS	
WOOD CHOPPING	\$600
TRACTOR & STEAM DISPLAY	\$600
ANIMAL NURSERY	\$1,500
ROVING ENTERTAINMENT	\$2,000
OUTDOOR ENTERTAINMENT	\$3,000*
COMPETITIONS	
CATTLE OR SHEEP SECTION	\$500 EACH
ALPACAS	\$250
HORSES IN ACTION	VARIOUS
FLORICULTURE OR PRODUCE	\$300 EACH
FRUIT & VEGETABLES	\$300
WOOL	\$300
NEEDLEWORK, KNITTING & QUILTING	\$300
HANDICRAFTS	\$300
PAINTING OR PHOTOGRAPHY	\$300 EACH
COOKERY & PRESERVES	\$300

Enlighten – Friday 2 February until Sunday 18 March 2018

Website: <http://www.enlightencanberra.com.au/>

Key Activities: Over ten illuminated nights there are free and ticketed events such as blockbuster exhibitions and rare films, architectural projections, live music and performances, stand-up comedy, tours of our national attractions and exclusive dining experiences

Attendance: Over 300,000

Official Sponsors: Singapore Airlines, ActewAGL, Canberra Centre, Australian National University, National Capital Authority, City Renewal Authority, Capital Hotel Group, Bent Spoke

How many stalls they had in past years: At the Enlighten Noodle Markets, there has been more than 25 stalls across both sides of the grass at Reconciliation Place.

Bungendore Music Festival – 3 February 2018 to 4 February 2018

Website: <http://bungendorecountrymusicmuster.com.au/event-details/>

Key Activities: Showcases over 24 Australian Country Music artists. The Stan Coster Memorial Australian Bush Ballad Awards are held at 8pm. This award recognizes seven categories: Male Vocal, Female Vocal, New Talent, Instrumental or Vocal Group or Duo, Album, Songwriter, Comedy Song and the Barry Thornton Encouragement Award. Sunday is nonstop music from 10am to 6pm.

Entry Fees: \$30 per person under age 15 is free)

Official Sponsors:

Veolia Mulwara Trust, Infigen, ActewAGL, Holcim, Bendigo Bank

Goofest – Saturday 3 February 2018)

Website: http://www.googong.net/news/news-articles/n3470_googfest-2018-

Key Activities: Googfest 2018 is a free live music event of Googonian proportions! The stars will once again be shining over Rockley Oval as house music dynamo. The Aston Shuffle headline the night on Saturday 3 February 2018. Disc jockey and electronic music producer Mikah Freeman will be dropping all their big hits in a DJ set with dancefloor fillers like Tear it Down, Alpha Love and Sunrise, and more. Supporting performers include Sophie Edwards, Ned Philpot, Mondecreen, and the huge sound of the Baker Boys Band. There is also a Fireworks Finale at Rockley Oval

Attendance: 10,000

Entry Fees: Free

Official Sponsors: Peet Limited, Mirvac Group

The Blues Festival Goulburn - 8 to 11 February

Website: <http://www.visitnsw.com/destinations/country-nsw/goulburn-area/goulburn/events/australian-blues-music-festival>

Key Activities:

The Australian Blues Music Festival is held on the second weekend of February every year in a variety of venues throughout the historic city of Goulburn in New South Wales. It is The National Festival of Australian Blues Music and showcases the very best of emerging and established Aussie blues talent. The line-up includes acoustic and electric acts with a range of styles from the roots of blues music to the music that has been influenced by blues.

2018 Blues Festival again will again see 70 performances across 11 free venues. The stellar line-up, showcased world-class blues and roots talent, features a combination of home grown and international acts.

Official Sponsors: Proudly supported by Goulburn Mulwaree Council, APRA_AMCOS, Goulburn Soldiers Club, Goulburn Workers Club, Astor Hotel, Hibernian Hotel, 98 Chairs Restaurant and the Goulburn Club.

The Dargues Goldmine Braidwood Cup – Saturday 10 February 2018

Website: <http://www.visitbraidwood.com.au/autumn>

Key Activities: The Braidwood Cup is a non-TAB meeting run on a Saturday in mid-February.

The meeting attracts around 1500 racegoers who enjoy the country hospitality with the feature, apart from the races, the Fashions on the Field. The Braidwood Jockey Club races once a year and it is one of the great events around the south east region.

Attendance: 1,500

Stomping of the Grapes Festival – Saturday 10 February 2018 to Sunday 11 February 2018

Website: <http://kiama.com.au/events/event/stomping-of-the-grapes-festival?d=2018-02-10>

Key Activities: Join us at Crooked River Winery for a two day festival of grape stomping, wine, craft beer, amazing food, live music and fun. Crooked River Wines, Uncle Joe's Brew, Ginger Beer, Lager and Pale Ale are all available. There will be live music by Timothy Bowen, The Groove , The Barefooted, Souls, The Getups , Platinum Duo and Pearl Noire.

Attendance: Around 400

Entry Fees: \$15 gets you entry to the festival, and a souvenir glass which will be filled on arrival with your wine of choice

Canberra Multicultural Festival – Friday 16 February to Sunday 18 February 2018

Website: <http://www.multiculturalfestival.com.au/>

Key Activities: Three days of food, fun, dance, culture and creativity, quality entertainment and the wonderful variety of food from across the globe. The Festival happens in the centre of town in February and is a fun, free, family-friendly event that includes activities, shows, food stalls, dancing, and celebrations. Stallholders sell food and drink, and entry is free. There will be three jam-packed days of fun, music, dance, cultural performances, food and festivities. The Festival in 2017 included the Sanctuary zone in Petrie Plaza and the Children's Sanctuary in Civic Square which offered an accessible and peaceful space away from the heat and rush and a place for Children to enjoy the festival and playtime activities.

Attendance: More than 280,000

Official Sponsors: Embassy of the United States of America, AusFeng, North Canberra Bears, Imagine Team, Chips on a Stick, Volunteering and Contact ACT, Harmonie Canberra, Incredible India, ACT Government ACT Smart, Canberra Centre, Happy Chinese New Year

How many stalls they had in past years:

In 2018 340 stalls have registered to date

In 2017 there were 388 stalls and 413 in 2016

Space/charges

Community (Food Only)

No. of days	16 Feb 2018	17 Feb 2018	18 Feb 2018	Total (including GST)
3 day package	Friday	Saturday	Sunday	<input type="checkbox"/> 3 x 3 metre stall Cost \$900 <input type="checkbox"/> 6 x 3 metre stall Cost \$1800
2 day package	Friday	Saturday	Not available	<input type="checkbox"/> 3 x 3 metre stall Cost \$600 <input type="checkbox"/> 6 x 3 metre stall Cost \$1200
2 day package	Not available	Saturday	Sunday	<input type="checkbox"/> 3 x 3 metre stall Cost \$600 <input type="checkbox"/> 6 x 3 metre stall Cost \$1200
Single day	Not available	Saturday	Not available	<input type="checkbox"/> 3 x 3 metre stall Cost \$300 <input type="checkbox"/> 6 x 3 metre stall Cost \$600

Community Clubs (Food & Liquor)

No. of days	16 Feb 2018	17 Feb 2018	18 Feb 2018	Total (including GST)
3 day package	Friday	Saturday	Sunday	<input type="checkbox"/> 3 x 3 metre stall Cost \$1800 <input type="checkbox"/> 6 x 3 metre stall Cost \$3600
2 day package	Friday	Saturday	Not available	<input type="checkbox"/> 3 x 3 metre stall Cost \$1200 <input type="checkbox"/> 6 x 3 metre stall Cost \$2400
2 day package	Not available	Saturday	Sunday	<input type="checkbox"/> 3 x 3 metre stall Cost \$1200 <input type="checkbox"/> 6 x 3 metre stall Cost \$2400
Single day	Not available	Saturday	Not available	<input type="checkbox"/> 3 x 3 metre stall Cost \$600 <input type="checkbox"/> 6 x 3 metre stall Cost \$1200

Royal Canberra Show – Friday 23 February to Sunday 25 February 2018

Website: <http://www.canberrashow.org.au/>

Key Activities: The ActewAGL Royal Canberra Show, Canberra's largest all ages event, is staged annually by the Royal National Capital Agricultural Society. While having agriculture at its core, the

Show has broadened over the years to reflect more entertainment, educational features and exhibitions, ensuring that there is a vibrant mix of "city meeting country" and "country meeting city". There are action packed rides

Attendance: Around 90,000 people attend over three days

Entry Fees:

- Adults - \$30
- Children/Seniors \$18
- Family - \$72

Official Sponsors: NCG Services, ActewAGL, NAB, Parklands Hotels and Apartments, ACT Government, Yes your event solution, Ambulance Service Australia, Canberra Weekly, Coca Cola, CMC

Braidwood Show – Saturday 3 March 2018

Website: <http://www.braidwoodshow.com.au/attractions/index.html>

Key Activities: A major social occasion in Braidwood, and one of the many rural agricultural shows which highlight country life, the show has been held every year.

Official Sponsors: Tegra Australia – Braidwood, Tex's Transport – Braidwood, The Agricultural Shows Council of NSW - Hunters Hill, The Royal Mail Hotel – Braidwood, The Ultimate Horse Shop – Goulburn, The Wires Pastoral Company – Braidwood, Braidwood Associated Agencies – Braidwood, Braidwood Bunyip Jungle – Braidwood, Braidwood Central School – Braidwood, Braidwood Community Bank – Braidwood, Braidwood CWA – Braidwood, Braidwood Food Market – Braidwood, Braidwood Garden Club – Reidsdale, Braidwood Men's Shed – Braidwood, Braidwood Quilt Shop – Braidwood, Braidwood Weed Kill - Braidwood

Kiama Jazz and Blues Festival – Friday 9 March 2018 to Sunday 11 March 2018

Website: <https://kiama.com.au/events/event/kiama-jazz-and-blues-festival-2018?d=2018-03-11>

Key Activities: The Kiama Jazz and Blues Festival celebrates 31 years of groove by the sea, March 9-11, with more than 80 free gigs at more than 30 venues. With a nod to nostalgia, the festival will welcome back a number of popular acts but also upholds its reputation for giving fresh talent a start. Gigs will take place at a number of venues in Kiama, Kiama Downs, Gerringong and Jamberoo. The festival will include popular staples such as Eat to the Beat at selected cafes and restaurants and Young Bands come out to Play in Hindmarsh Park on the Saturday. Sunday features the Gospel service and All Day Jazz and Blues in Hindmarsh Park.

Official Sponsors: Kiama Municipal Council, Ray White Kiama, The Sebel Kiama Harbourside, Kiama Leagues Club, Kiama Tourism, Illawarra Mercury, Terralong Terrace Apartments, Kiama & District Chamber of Commerce, Kiama Cabs, Woolworths Kiama Village, Haworths Music Centre, Kiama Jazz & Blues Club

Bungendore Harvest Festival - 16 March to 18 March 2018

Website: <http://www.southernharvest.org.au/harvest-festival/>

Key Activities: Join us for a weekend that will bring the Bungendore region alive in a celebration of food, farming and fibre related activities. The Bungendore Harvest Festival will promote integrity and freshness in the growing, breeding and production of produce in the Southern Harvest Region. On Friday 16th March, linger over meals showcasing locally sourced food and beverages. On Saturday 17th March, the streets of Bungendore will come alive with stalls, talks, cooking demonstrations and other activities. The Festival will take place in marquees Stalls along Ellendon Street will include fresh seasonal produce and meat from local farmers, food preserved from local

harvests, local wines for tasting, other local food delights. On Sunday 18th March, explore the region and discover Bungendore as a regional food destination. Participate in farm and winery tours, pick chestnuts, wander around a beautiful garden, enjoy traditional Devonshire tea, or do wine tastings. sample Bungendore's freshest and finest local food at cafes and winery restaurants.

Official Sponsors: Bendigo Bank

Skyfire – Saturday 17 March 2018

Website: <http://www.events.act.gov.au/component/events/56b23aedb042386245d428df/skyfire-2017?Itemid=320>

Key Activities: Skyfire 2018 delivers a magnificent display of fireworks set to a soundtrack simultaneously broadcast on Hit 104.7. Canberra lights up on the shores of Lake Burley Griffin's central basin.

Attendance: More than 120,000

National Folk Festival – Thursday 29 March to Monday 2 April 2018

Website: <http://folkfestival.org.au/food-and-drink/>

Key Activities: The National Folk Festival is a limited-liability not-for-profit company formed for the purpose of presenting the event. It has a volunteer Board of Directors with a broad range of skills and experience which is elected from amongst members of the Company.

Attendance: 14,310

Ulladulla Blessing of the Fleet – Sunday 1 April 2018

Website: <http://www.blessingofthefleet.info/category/festival>

Key Activities: The Blessing of the Fleet is an annual event held every Easter Sunday.

Fishing is a very important element of Ulladulla's economy and the annual Blessing of the Fleet is an honoured tradition, kept alive by the area's descendants of the original Italian fishing community and by the proud town in general

Official Sponsors: Shoalhaven City Council and the Milton Ulladulla ExServos Club. The festival is coordinated by the Rotary Club of Milton Ulladulla.

Canberra District Wine Harvest Festival – 6 April 2018 to 15 April 2018

Website: <http://www.yassvalley.com.au/events/festivals-and-celebrations/canberra-district-wine-harvest-festival/>

<http://www.canberrawines.com.au/>

Key Activities: Relax and celebrate the new vintage with cool climate wines, entertainment and great food at the Canberra District Wine Harvest Festival. 26 local wineries offer a variety of tasting adventures, music, artwork, delicious food, and the opportunity for a great day or days) out in the country. Meet some of the makers of the Canberra District's nationally and internationally recognised wines at their own cellar door. Enjoy guided tours of vineyards by their owners, and taste the latest wines from a region renowned for its diversity of geography and variety. Grab your Festival Passport and have it stamped at three participating wineries to go into the draw to win one of three Canberra District mixed dozens.

The Braidwood Rodeo – Saturday 7 April 2018

Website: <http://www.visitbraidwood.com.au/autumn>

https://www.facebook.com/pg/Braidwood-Rodeo-483349421725306/about/?ref=page_internal

Key Activities: The Braidwood Rodeo Club holds an annual rodeo in late March or early April. It is a full program of rodeo with roughstock events such as Bull Riding, Saddle Bronc Riding, Bareback Bronc Riding and Steer Riding. Timed Events include Team Roping, Barrel Racing, Rope & Tie, Steer Wrestling, Steer Undecorating and Breakaway Roping. There are special events for Locals, and this year we will have a Poly Stock Saddle) Buckjump.

Collector Village Pumpkin Festival – Sunday 6 May 2018

Website: <http://pumpkinfestival.com.au/about-the-festival/>

Key Activities: The main interest is in who has grown the biggest pumpkin, to see the giant pumpkins and enjoy pumpkin scones and a cup of hot pumpkin soup. President of the Collector Village Pumpkin Festival; Gary Poile is very pleased that the festival continues to pull bigger crowds each year. He says “One of our goals was to raise ten thousand dollars for the refurbishment of the Collector School Library as they prepare for the 150th anniversary of the small school later this year. It is great to achieve this goal and have so much fun along the way!”

Attendance: 13,000

Entry Fees:

- Adult \$10
- Senior \$5
- Children Free

Space/charges

- Tent provided – 2.4 x 2.4 - \$130
- Site only - \$150
- Power - \$30
- 6 x 3m site - \$200

Tallong Apple Day – May 7th, 2018)

Website: http://www.tallong.com.au/tallong_apple_day_festiva_12.html

<http://www.tallongappleday.com/>

Key Activities: Live Music, Market & Food Stalls, Rock Climbing, Archery, Silent Wood Auction, \$200 Lucky Entry, Major Raffle Draw- 3pm. Wood Chopping, Whip Cracking, Sheep Shearing, Snake & Reptiles, Medieval Battles, Car Show, Cooking with Hyatt Canberra Chefs, Local Art Display & Sales, Internal Combustion Engines. Competitions: Mrs T’s Bake Off, Fleece to Garment, Photography, Creative Writing/Poetry, Book Illustration, Apple Pie Eating, Granny Art Banner

Official Sponsors: Boral, Splice Tech, Pirtek Goulburn, Days Industrial Goulburn, Hyatt Hotel, Country Women’s Association, The Marulan Bakehouse, Harvey Norman

Stall holder fees

- Sites are 3m wide and approx 4m deep
- pre-erected stalls 2.4m square with bench tables on three sides) - \$ 70 per site.
- No stall - \$40 per site
- Electricity - \$15 per site.
- Prepared food stalls - inspection fee of \$65.

Two Fires Festival

Website: <http://twofiresfestival.org.au/2017festival/>

Key Activities: Since its beginning on 2005, the Festival celebrates the works of a vigorous artistic [community](#), and [Fans the Flames](#) of activism. Arts and activism blend, each feeding the

potency of the other. It honours and carries forward the spirit of poet [Judith Wright's](#) twin passions, art and activism, particularly **environmental** and **Indigenous** activism. It also celebrates female creativity. The Festival will be held in May next year, 12th to 14th May, beginning with events for local schools on the Friday and a local writers' night. In keeping with the theme of 'Passing the Torch', there will be an emphasis on events and activities for children and young people. These will be held across the three festival streams of arts, Indigeneity and environment. Two Fires Festival of Arts and Activism is an incorporated association

Entry Fees: Free

Official Sponsors : Bendigo Bank, Braidwood IGA, Altenburg & Co, Veolia Mulwaree Trust

Truffle Festival (June to August)

Website: <http://visitcanberra.com.au/events/56b24648d5f1565045d8c33f/the-truffle-festival-canberra-region>

Key Activities: The Festival runs throughout the Australian truffle season (starting in June and running throughout July and August) and draws attention to the seasonal experiences available throughout our region, highlighting for visitors the seasonality of our local food production and particularly that of the fresh, high-value black winter truffle.

Entry Fees: Entry fees for various events

Fireside Festival

Website: <https://www.australia.com/en-ie/places/act/fireside-festival.html>

Key Activities: Venues around the Canberra region are turning up the heat this August for the capital's annual celebration of winter – Fireside Festival. Sip on exquisite cool climate wines, taste the delicacies from the region, meet local artists with a passion for their craft, or just relax and warm yourself on open fires in the company of good friends. Hosted by 25 venues in and around Canberra, the Fireside Festival will run for the month of August

Floriade – Saturday 15 September until Sunday 14 October 2018

Website: <http://www.floriadeaustralia.com/>

Key Activities: Floriade is the largest floral festival in the southern hemisphere. Visitors will see the floral theme across Floriade represented in garden beds, horticultural workshops, engaging demonstrations, children's entertainment and the ticketed twilight event, Floriade NightFest. Now in its 29th year, Floriade is still free to attend during the day

Attendance: 480,000

Official Sponsors: IKEA, Better Homes and Gardens, Transport Canberra, SpecSavers, WIN Network, Streets, Mix 106.3

How many stalls they had in past years: More than 50 stalls in 2017

Folk by the Sea Kiama – Friday 21st September 2018 to Sunday 22nd September 2018)

Website: <http://www.folbythesea.com.au/>

Key Activities: FOLK by the SEA is an intimate folk festival style event featuring the sounds of folk, world, roots, Celtic, bluegrass and gypsy music over 3 days in the picturesque seaside town of Kiama, famous for its blowhole. This event replaces Folk in the Foothills which was held at the Jamberoo Valley Lodge. The event is a combination of ticket only entry (Friday and Saturday) featuring 45 artists from overseas and all-around Australia in 70 concerts at Kiama Showground and a free day of

local folk artists on the Sunday in Hindmarsh Park and other locations around Kiama. There will be 6 venues at/near Kiama Showground for the Friday and Saturday events.

Entry Fees:

2 DAY PASS (Friday / Saturday)

- Adult - \$75
- Adult with camping - \$105
- Youth (U18) - \$30
- Youth (U18) with camping - \$55
- CHILD (U12) Free

Official Sponsors: Illawarra Folk Club, Kiama Municipal Council, Gareth Ward MP, Illawarra Folk Festival

Boorowa Irish Woolfest festival – Sunday 30 September 2018)

Website: <http://irishwoolfest.com.au/>

Attendance: More than 15,000 people

Official Sponsors: Bendigo Bank, Hilltops Council, Boorowa Court House, Gold Traits Reenactments

Queanbeyan-Palerang Regional Council Arts Trail – Saturday 20 October 2018 to Sunday 21 October 2018)

Website: <http://visitcanberra.com.au/events/56b243a22661405945687d23/queanbeyan-paleang-regional-council-arts-trail>

Key Activities: Queanbeyan-Palerang Regional Council Arts Trail is a much anticipated annual arts event which allows visitors to take a self-guided tour around Queanbeyan and Palerang's many art studios and galleries. The Art Trail, has expanded to include Queanbeyan, Bungendore, Captains Flat and Braidwood. There are more than 30 venues participating this year. Meet the artists, tour the studios, watch demonstrations and add to your private collection with original artwork available for sale. Plan your self guided tour.

Entry Fees: \$25 (All tickets)

Official Sponsors: ActewAGL

Murrumbateman Field Day – 20-21 October 2018

Website: <http://www.mfdays.com/exhibitors/selling-my-wares>

Key Activities: If you're on land of any size, you'll be interested in some of the latest farming equipment and methods on display. Compare it to the antique farm machinery display from days gone by! There's live entertainment, lifestyle and home improvement exhibits, local produce and wine tastings. For kids of all ages there's the Children's Farmyard where they'll also be able to pet the baby farm animals and admire their grown cousins. There's also pony rides and of course there's the usual for the littlies - face painting, bubble blowing, ceramic painting.

Entry Fees:

- Adult \$18
- Child \$5
- Concession \$10

Entry Fees: \$25 (All tickets)

Official Sponsors: The Land

2017 Site Prices

Number	Site Size	Type	Early Bird	Full Price
1	13 m x 17m deep	Unpowered	\$865	\$955
2	13m x 17m deep	Powered	\$1050	\$1140
3	13 x 9m deep	Unpowered	\$645	\$710
4	13 x 9m deep	Powered	\$805	\$865
5	5m x 9m deep	Unpowered	\$500	\$550
6	5m x 9m deep	Powered	\$650	\$700
7	3m x 3m	Unpowered	\$405	\$450
8	3m x 3m	Powered	\$560	\$605

Livestock

11	Livestock Large	Unpowered	\$420	\$460
12	Livestock Large	Powered	\$580	\$620
13	Livestock Medium	Unpowered	\$365	\$405

Community Catering Sites - Restricted

14	Large Catering Site - Unpowered > 50m ²
15	Large Catering Site - Powered > 50m ²
16	Small Catering Site - Unpowered < 50m ²
17	Small Catering Site - Powered < 50m ²

The cost of catering site will be determined based on the Community Catering Memorandum of Understanding and will be due post Field Days.

Entertainment Sites

18	Entertainment Site
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Entertainment Exhibitor Site requirements and cost will depend on the type of entertainment, the power requirement and the size of the Site provided. This will be arranged through the Entertainment Manager at admin@mfdays.com

Boogong Halloween at Googong – 28 October 2017

Website: http://googong.net/news/news-articles/n3410_boogong--halloween-at-googong-sat-281017

Key Activities: Live music, food vendors, Roaming performers, Fireworks display

Majors Creek Music Festival – Friday 10 November to Sunday 11 November 2018

Website: <http://majorscreekfestival.org/general-info/>

<http://majorscreekfestival.org/stallholders/>

Key Activities: The Majors Creek Festival is an annual three day folk and roots music festival held in the beautiful old gold mining village of Majors Creek. The festival is designed with something for everyone including full kids program, dance displays and classes, instrument workshops, bush dances plus five stages of quality folk and roots music, both traditional and contemporary. There are market stalls and plenty of delicious food and drinks. Camping is free.

Attendance: 1500

Entry Fees:

- Adult 18+ \$105
- Concession \$75

- Youth 12-17 (with paying adult) \$50
- Child under 12 (with paying adult) Free

Official Sponsors

Barlens, QPRC, Bendigo Bank, CanPrint Communications, Icon Water, Bent Spoke, Reverse Garbage

Stall holder fees

Type of stall	Site size	Site fee
Food or coffee stalls*	6m x 3m	\$250.00 **includes 2 stallholder armbands
Snacks or sweet stalls*	3m x 3m	\$175.00 **includes 2 stallholder armbands
Craft/quality wares stalls	3m x 3m	\$160.00 **includes 2 stallholder armbands
Craft/quality wares stalls	6m x 3m	\$235.00 **includes 2 stallholder armbands

*Please note a refundable green bond applies to food stalls, further information below.

Queanbeyan Show – Saturday 10 November 2018 to Sunday 11 November 2018

Website: <http://www.queanbeyanshow.com.au>

Key Activities: Entertainment, Fireworks display, Sideshow alley, Farmyard nursery, reptile demonstrations, kids zone, competitions and food outlets

Official Sponsors: ActewAGL, Queanbeyan Show Society, Civil Construction Hire, Justin's Photo Works

Braidwood Festival and the Airing of the Quilts/ Garlic Fiesta – Saturday 25 November to Sunday 26 November 2018

Website: <http://www.visitnsw.com/destinations/country-nse/queanbeyan-area/braidwood/events/braidwood-festival-and-airing-the-quilt>

Key Activities: Annually, the fourth weekend in November sees the Festival of Braidwood celebrated with hundreds of quilts adorning the main street, displayed in various places, indoor exhibitions and competitions and sold at Quilt and Craft markets. A visit to this famous Quilt Event is a must. Enjoy the walk through Heritage Listed Braidwood and make sure you don't miss any of the long list of activities and things to do Braidwood offers for the whole family: visit the open gardens, get your organic garlic supply at the Garlic Fiesta, visit the Antique Car Show and Grandma's Clothesline (more quilts) at St Bede's, visit the Quilt and Crafts/Fabrics Market, many pop-up art exhibitions, demonstrations, workshops and much much more. There will be shops, galleries, cafes and restaurants whilst viewing the spectacular quilts adorning the 19th century buildings on Wallace Street in Heritage Listed Braidwood. The Outdoor Airing of the Quilts (Saturday only) - Wallace Street shopfronts, and verandahs; various indoor displays will be marked on the map (including inclement weather indoor alternative displays)

Entry Fees: Free

Stall holder fees – to set up own quilts/crafts/gifts stall \$20

Braidwood Open Gardens – (occurred Saturday 25 November and Sunday 26 November 2017)

Website: <http://www.braidwoodgardens.com.au>

Key Activities: The Braidwood Open Gardens includes six gardens and the opportunity to see inside two grand homes that date back to the 1830s. Each property will be open 10am-4pm, over the weekend of November 25-26. Bedervale and Wynlen House tours extra.

Entry Fees: The cost is \$5 a garden (under 18s free) or visitors can purchase a \$25 pass that offers access to all properties. Proceeds will go to the not-for-profit Braidwood Preschool.

Appendix 2: Risk Management Plan

**Braidwood Garlic Growers
Co-op Ltd
Risk Management Plan**

Maintaining a strong and sustainable Co-op

April 2018

Version Control

Version	Author	Status	Date
1.0	Charterpoint Pty Ltd	First Draft	January 2018
1.1	Charterpoint Pty Ltd	Draft for endorsement	January 2018
1.2	Charterpoint Pty Ltd	Endorsed by members	April 2018

1. Overview

Understanding and managing risks will help us build a strong and sustainable Co-op that achieves the objectives we have set for ourselves.

BGGC recognize that, as we grow, we will need to refine and enhance our approach to risk management, based on our experiences. This Risk Management Plan is the first step in documenting our approach, based on our assessment of current risks. Insofar as it is practical, the Plan is based on international standards for risk management. However, given the stage of our development, it is not wholly compliant with the standards.

What is risk?

Essentially, risk is the effect of uncertainty on achieving our objectives. The “effect” can be negative or positive (opportunity).

What is risk management?

Risk management has been described as, “the systematic approach to protecting the things that we care about and maximising our chances of success in all fields of endeavour” [*Risk Management Institute of Australia*].

The BGGC has adopted this as its definition of risk management.

2. The Environment

As a new organisation, the BGGC is still building systems and processes to support the objectives and activities outlined in our Rules. These are addressed as part of the overarching BGGC Business Plan.

This Risk Management Plan focuses on risks that were identified through the environmental scan and various assessment tools used to develop the Business Plan.

3. Risk Identification and Assessment

The identified risks fall into two key risk areas:

- Governance; and
- Product.

The likelihood and consequences of these risks were assessed using the matrix set out in Figure 1.

Figure 1: Risk Assessment Matrix

		Consequence				
		Trivial	Minor	Moderate	Major	Extreme
Probability	Very likely	Green	Yellow	Red	Red	Red
	Likely	Green	Yellow	Yellow	Red	Red
	Moderate	Green	Yellow	Yellow	Yellow	Red
	Unlikely	Green	Green	Green	Yellow	Yellow
	Rare	Green	Green	Green	Green	Yellow

The outcomes of this risk assessment are set out in Table 1 below.

Table 1: Risk Assessment

Number	Possible Risk	Likelihood	Consequence	Rating
1.	Governance			
1.1.	Don't meet Co-op legal obligations	Unlikely	Major	Major
1.2	Can't attract sufficient Directors	Moderate	Major	Major
1.3	Directors fail to fulfil their responsibilities	Unlikely	Major	Major
1.4	Members fail to fulfil their responsibilities	Likely	Moderate	Moderate
1.5	Unable to meet contractual obligations (e.g. for sales)	Moderate	Moderate	Moderate
1.6	Don't meet member expectations	Unlikely	Minor	Minor
1.7	Membership falls below minimum number required	Unlikely	Extreme	Extreme
1.8	Fraud and embezzlement	Rare	Extreme	Extreme
1.9	Conflict: <ul style="list-style-type: none"> • Between co-op members • Between member(s) and Board • Between co-op and consumer • Between co-op and supplier 	<ul style="list-style-type: none"> • Likely • Unlikely • Rare • Unlikely 	<ul style="list-style-type: none"> • Moderate • Trivial • Major • Minor 	<ul style="list-style-type: none"> • Moderate • Trivial • Major • Minor
1.10	Failure to remain financially solvent	Rare	Extreme	Extreme
1.11	Inadequate resources (including people with time, insurances)	Likely	Major	Major
1.12	Inadequate operational procedures	Unlikely	Moderate	Moderate
1.13	Co-op reputation damaged	Moderate	Major	Major
2	Product			
2.1	Product doesn't meet quality standards	Likely	Major	Major
2.2	Volume insufficient to meet sales contracts	Moderate	Moderate	Moderate
2.3	Unable to secure sufficient sales	Unlikely	Moderate	Moderate
2.4	Crop failure e.g. because of <ul style="list-style-type: none"> • Weather • Endemic disease • Pests 	<ul style="list-style-type: none"> • Unlikely • Unlikely • Unlikely 	<ul style="list-style-type: none"> • Moderate • Minor • Moderate 	<ul style="list-style-type: none"> • Moderate • Minor • Moderate
2.5	Loss/spoilage of co-op stock	Unlikely	Major	Major

Mitigation strategies to manage these risks, as developed by members in a planning workshop, are set out in Table 2 below.

Table 2: Risk Management Strategies

Number	Possible Risk	Treatment	Timeframe	Responsibility
1.	Governance			
1.1.	Don't meet Co-op legal obligations	Board does its job Board adequately trained and knows its responsibilities	Within 1 year of becoming Board member	Board
1.2	Can't attract sufficient Directors	Network Responsive and engaged membership Training and support offered	Ongoing	All members Existing Directors
1.3	Directors fail to fulfil their responsibilities	Refer co-op rules for guidance Education Supportive Board	Immediate	Board
1.4	Members fail to fulfil their responsibilities	Education Engagement Support Probationary support	Immediate	Management (Board Committees)
1.5	Unable to meet contractual obligations (e.g. for sales)	Education around planning Monitoring Information	Annually	Management
1.6	Don't meet member expectations	Consultation with members Engagement with members	Ongoing	Management
1.7	Membership falls below minimum number required	Consultation with members Engagement with members Network Publicity	Ongoing	Management
1.8	Fraud and embezzlement	Regular financial monitoring and compliance	Ongoing	Management, Board, members
1.9	Conflict: <ul style="list-style-type: none"> a. Between co-op members b. Between member(s) and Board c. Between co-op and consumer d. Between co-op and supplier 	Operationalise Dispute Resolution procedure in Rules		Working Group
1.10	Failure to remain financially solvent	Monitor financial position and projections	Ongoing	Board
1.11	Inadequate resources (including people with time, insurances)	Review workloads (note: much of current work is associated with Farming2gether grant which ends April 2018) Member engagement Grants to get resources	June 2018	Board & Working Group
1.12	Inadequate operational procedures			

Number	Possible Risk	Treatment	Timeframe	Responsibility
1.13	Co-op reputation damaged	Standards in place Cess in place Education of members Active management of issues	Ongoing	Co-op members
2	Product			
2.1	Product doesn't meet quality standards	Quality standards created Quality standards applied Education of growers	2018/19 Same season	Co-op members Co-op members
2.2	Volume insufficient to meet sales contracts	Review survey results from growers Implement process to establish and review contract agreements	Nov 2018 growing season	Co-op members
2.3	Unable to secure sufficient sales	Refer Marketing Plan		
2.4	Crop failure e.g. because of a. Weather b. Endemic disease c. Pests	Refer Biosecurity Manual for diseases and pests		
2.5	Loss/spoilage of co-op stock	Minimise storage time Risk assessment of storage facility	Nov 2018 When open	Co-op Co-op

4. Risk monitoring and review

The Board will monitor management of these risks quarterly, as part of its regular governance. The Risk Management Plan will be reviewed annually as part of regular planning and budgeting.

Appendix 3: Quality Management Framework

Braidwood Garlic Growers Co-op Ltd Quality Management Plan

Building trust in our produce

April 2018

Version Control

Version	Author	Status	Date
1.0	Charterpoint Pty Ltd	First Draft	January 2018
1.1	Charterpoint Pty Ltd	Draft for endorsement	January 2018
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1. Overview

BGGC wants people to recognise the BraidGarlic brand as synonymous with quality.

The BGGC objectives include to “assist growers who aim to produce an economically viable crop and achieve a consistent quality standard, which fosters the promotion of the BraidGarlic brand”. A fundamental part of the quality standard is the way garlic is produced, sustainably, using organic principles, and without the use of artificial chemicals and fertilisers.

The BGGC Quality Management Framework sets out how we will achieve these objectives, and how we will demonstrate that to our customers.

What is Quality?

Quality for the BGGC is about process and product:

- producing garlic sustainably, in a way that cares for and regenerates the land, and without artificial chemicals;
- producing garlic that looks and tastes good.

What is quality management?

This Quality Management Framework covers the end-to-end process from the preparation of soil to the sale of garlic. It covers the responsibilities of both individual growers who are members of the Co-op, and of the Co-op itself.

The Quality Management Plan sets out quality criteria, quality control processes, and the quality assurance processes which while based on the International Standards, will need to be refined our approach as the Co-op matures. At this stage, BGGC is not seeking formal quality accreditation.

2. BGGC Framework

The BGGC Quality Management Framework has two components: quality control and quality assurance.

Quality Control

Quality control is the inputs and processes that go into the product. It includes things like good seed stock and maintaining healthy soil.

Quality control is the responsibility of individual Co-op members, using the quality criteria established by the Co-op.

Quality Assurance

Quality assurance is the responsibility of the Co-op. It is primarily about the Co-op providing a guarantee that garlic marketed under its brand meets established quality criteria.

3. Quality Control

The Co-op has established the quality criteria set out in Table 1 below:

Table 1: BGGC Quality Criteria

Quality Criterion	• Features
Chemical free	<ul style="list-style-type: none"> • No artificial pesticides or herbicides used when growing
Disease free	<ul style="list-style-type: none"> • No evidence of pests or diseases
Size	<ul style="list-style-type: none"> • Will differ with the variety of garlic (refer Table 2)
Skin coverage	<ul style="list-style-type: none"> • No cloves are exposed • No peeling • Coverage looks complete • No cracks • Should have at least 2-3 layers of skin, judged from layers of skin on the stem
Flavour, colour and shape	<ul style="list-style-type: none"> • See Table 2 for flavour guide
Properly cured	<ul style="list-style-type: none"> • Firm • Base firm • No sponginess • Stalk firmness is appropriate to variety • No green or dampness
Presentation/appearance	<ul style="list-style-type: none"> • Good colour • Root trim length • Base trim and clean • Stem lengths • Cottage look • Clove size – this will differ with variety • Intact skins • No blemishes • No dirt
Shelf life	<ul style="list-style-type: none"> • Will differ with variety • Proper curing • Proper storage • Temperatures • Humidity • Unknown conditions • Harvest date/sell by date
Brand recognition	<ul style="list-style-type: none"> • Clear and standard language used for descriptions • Traceability

Table 2: Australian Garlic Industry Association Quality Criteria for Flavour

Variety	Features		
	Raw	Sautéed	Roasted
Artichoke	Simple, direct, vegetative flavours, mild to hot. The best are more complex with longer tasting developing sweet true garlic flavours	When sautéed till crisp, has delicious mild garlic flavour	Mild, sweet earthy flavour, holds well
Creole	Produces a range of flavours from little flavour with excessive heat, to strong rich complex flavours with or without heat, sweet true garlic flavour. Long lasting. Contains cultivars with the hottest heat of all garlic.	Beautiful garlic, explosion often with nutty flavour. Doesn't have to be crisp. Gentle sauté maintains heat, but becomes much nuttier when crisp.	Lovely mellow, caramel flavours but loses heat.
Rocamboles	Deep, rich sweet flavours, smooth heat to start, fades gently. Complex, described as floral, earthy, creamy, flavour bomb.	Best gently sautéed, don't crisp. Maintains complex flavours.	Rich sweetness, but loses complexity.
Silverskin	Some hot, aggressive and lacking in complexity. The best are spicy, with sweet overtones, persistently hot at the back of the mouth and very garlicky.	When sautéed till crisp has delicious, strong garlicky flavour, less heat than when raw.	Strong good depth of flavour, slightly earthy. Holds flavour well.
Turban	Simple, crisp savoury flavour, initial mild to hot, heat fades quickly. The best are very strong, rich, sweet and sometimes fruity garlic flavour.	Versatile sauté from gentle cooking but best when crisply tanned, providing a lovely nutty flavour.	Very good roasted, sweet and nutty and often with caramelised flavours.
Purple Stripe	Complex flavours, often with peppery hot overtones that combines well with chilli and spices. Better cooked. Flavour improves with age.	Good for sautéing. Flavours and depth of character increase, especially nuttiness.	One of the best for roasting. Creamy, nutty complex garlicky flavours develop.
Marbled Purple Stripe	Strong, lingering heat matching strong, deep, rich often spicy flavours.	When sautéed till crisp has delicious, rich garlic flavour.	Good roaster, maintains structure and caramelised flavours.
Asiatic	Spicy, hot, rivalling strongest of creoles in heat competition. Great for salsas and culinary styles that require flavour intensity.	Lasting strong, nutty flavours, good heat.	Lovely caramelised nutty roasted flavours, even more intense than Turbans.
Glazed Purple Stripe	Strong rich spicy flavours with a medium heat. Lovely strong garlic aroma.	A good rich garlic flavour with a great aroma.	Soft gooey cloves with complex retained flavours and only subtle heat.
Porcelain	Massive cloves, with often intense heat and strong flavours.	More suited to sautéing where intensity of heat and flavour softens to pleasurable garlic richness.	Well suited as retains structure and flavours.

4. Quality Control

It is the responsibility of individual members to ensure that they follow guidelines from the Co-op aimed at delivering consistent quality of garlic and products marketed under the BraidGarlic brand.

This is particularly important for the management and control of pests and diseases, and other biosecurity risks, curing, presentation and storage (when not done by the Co-op).

When supplying garlic to the Co-op, members will be required to affirm, in writing, that they have complied with the various elements of quality control. The pro-forma for this affirmation is at Attachment A.

5. Biosecurity

Biosecurity is “the protection of the economy, environment and community from the negative impacts of pests and diseases, weeds and contaminants”.¹⁸

Good biosecurity practices benefit individual growers because they can increase access to premium markets, help increase efficiency and yield, and reduce the costs of production. The Co-op has produced a separate Biosecurity Manual to assist members protect their property from the introduction, establishment and spread of pests and diseases that may affect their garlic crops. Although not mandatory, the Co-op strongly urges members to use this Manual to help maintain the consistent quality of the garlic they grow.

6. Quality Assurance

The Co-op is responsible for Quality Assurance. At this early stage of the Co-op’s life there will be a single checkpoint for quality assurance.

When individual members bring garlic to the Co-op for selling, it will be recorded for traceability, and assessed using the checklist at Attachment B. Product that does not meet the standards will not be accepted by the Co-op.

Feedback will be given to individual members on any problems identified. The Co-op can provide advice to members on how to address these problems.

As the Co-op expands, quality assurance activities may be expanded to include a formal program of testing and monitoring of remedial action.

Complaints/Disputes

If an individual member disagrees with the quality assurance assessment undertaken by the Co-op, the Co-op has a formal complaints system in place and there are dispute resolution procedures available under the Rules.

7. Documentation

Individual members will need to maintain records of the amount and variety of garlic produced and where produced, as part of providing their product to the Co-op. Supporting records for management of biosecurity risks and farm inputs (seed stock, fertiliser etc.), might also be useful to substantiate the grower affirmation given to the Co-op.

Members will need to complete the form at Attachment A and hand it to the Co-op with every supply of garlic. The Co-op will need to maintain these forms and the completed QA checklists for each grower.

¹⁸ <https://www.dpi.nsw.gov.au/biosecurity/biosecurity-a-shared-responsibility>

Garlic Supply Member Affirmation



Date:



NAME: Enter your name here



ADDRESS: Enter your address here



PHONE: Enter your phone number here



EMAIL: Enter your email address here

Item #	Variety	Quantity	Location Grown	Date harvested
1				
2				
3				
4				
5				
TOTALS	INVENTORY ITEMS: 0			

I confirm that the products supplied have been grown without the use of artificial pesticides or herbicides.

(Grower Signature)

Received by the BGGC

(BGGC representative signature)



Garlic Quality Assurance Check

BGGC
logo

NAME:	Enter grower's name here
DATE:	Enter date of examination here
VARIETY:	Enter variety here

Quality Criterion	Feature	Meets/Does Not Meet	Comments
Chemical free	<ul style="list-style-type: none"> No pesticides or herbicides used when growing 		
Disease free	<ul style="list-style-type: none"> No evidence of pests or diseases 		
Size	<ul style="list-style-type: none"> Will differ with the variety of garlic 		
Skin coverage	<ul style="list-style-type: none"> No cloves are exposed No peeling Coverage looks complete No cracks Should have 2-3 layers of skin, judged from layers of skin on the stem 		
Flavour, colour and shape	<ul style="list-style-type: none"> Refer to AGIA descriptions for Raw 		
Properly cured	<ul style="list-style-type: none"> Firm Base firm No sponginess Stalk firmness is appropriate to variety No green or dampness 		
Presentation/appearance	<ul style="list-style-type: none"> Good colour Root trim length Base trim and clean Stem lengths Cottage look Clove size – this will differ with variety Intact skins No blemishes No dirt 		
Shelf life	<ul style="list-style-type: none"> Will differ with variety Proper curing Proper storage Temperatures Humidity Unknown conditions Harvest date/sell be date 		