



Greenlife  
Industry Australia

# Directors Information Kit

# Directors Information Kit

## Contents

|   |    |
|---|----|
| Welcome   | 3  |
| About the Industry  | 3  |
| Recent developments - Establishment of Greenlife Industry Australia | 4  |
| About Greenlife Industry Australia                                  | 5  |
| Greenlife Industry Australia Mission                                | 5  |
| Greenlife Industry Australia Vision                                 | 5  |
| Greenlife Industry Australia Strategic Plan 2020-2023               | 5  |
| Key Challenges for Greenlife Industry Australia                     | 6  |
| 1. Membership   | 6  |
| 2. Relationships  | 6  |
| 3. Governance and Management  | 6  |
| 4. Strategy   | 6  |
| 5. Funding  | 6  |
| Greenlife Industry Australia Director - Key Information             | 7  |
| Candidate eligibility requirements                                  | 8  |
| Nominee Endorsement Process   | 8  |
| More information  | 9  |
| Appendix A: Greenlife Industry Australia Strategic Plan on a page   | 10 |
| Appendix B: Director Skills Matrix                                  | 11 |

# Directors Information Kit

## Welcome

Thank you for your interest in becoming a Director of Greenlife Industry Australia, the national peak body formed to represent the Australian greenlife industry.

The farmgate value of the greenlife industry in Australia is \$2.6 billion dollars. It produces 2 billion plants annually and employs an estimated 25,000 people across the country. The industry is the breeding ground for all of horticulture, directly contributing to Australia's liveable cities and food security.

The Australian greenlife industry is a community contributing to Australia and all Australians through the uniqueness and diversity of its product and its people.

The industry encompasses the ornamental market and supplies starter plants for fruit and vegetable production and stock for landscaping, forestry and revegetation.

Greenlife Industry Australia Limited, the company, was registered in July 2019. The organisation is in an establishment phase.

The Board consists of seven Inaugural Directors with diversity in skills and expertise.

The first rotation of two Directors will occur at the first Annual General Meeting of 2020. The second rotation of two directors will occur at the second Annual General Meeting scheduled for 23 November 2021.

This information kit contains information about the nomination process and endorsement criteria to fill the two vacant positions.

More information is available at [www.greenlifeindustry.com.au](http://www.greenlifeindustry.com.au).

---

## About the Industry

Greenlife is defined by the industry to include all types of seed, plant, shrub or tree stock, including but not limited to, propagation plants, seedlings, herbs, vegetables, fruit trees, nut trees and vines.

The farmgate value of the greenlife industry in Australia is \$2.6 billion. It produces 2 billion plants annually and growers employ an estimated 25,000 people across the country. The industry is the breeding ground for all horticulture, directly contributing to Australia's liveable cities and food security.

The Australian greenlife Industry is a community contributing to Australia and all Australians through the uniqueness and diversity of its product and its people.

The industry encompasses the ornamental market and supplies starter plants for fruit and vegetable production and stock for landscaping, forestry and revegetation.

The importance of the industry cannot be understated as it significantly underpins the food, fibre and foliage plant production in Australia, contributes significantly to the economy and provides aesthetic and functional solutions to climate change.

You can see the diversity and complexity of the industry in our industry video here: <https://youtu.be/r4RL2N4BmjU>

# Directors Information Kit

## Recent developments – Establishment of Greenlife Industry Australia

Greenlife Industry Australia Limited, the company, was registered in July 2019. The organisation is in an establishment phase.

There was wide acknowledgement among industry Members that the former national peak body Nursery & Garden Industry Australia (NGIA), had a governance structure that restricted its ability to effectively and powerfully represent greenlife industry businesses.

Leaders in the industry agreed that a more contemporary organisational structure was needed to provide the leadership, governance and strategic direction for member businesses and the industry for the decades ahead.

Following three years of structural review, the industry reached a pivotal point in November 2018 where elected Members reached unanimous consensus to establish a new national body where businesses and associations can join as direct members.

The decision was founded on the principles that the greenlife industry can establish a world class national peak body that is valued and viable; and that an innovative, representative and agile national body will seek to be inclusive of the whole industry, to be competitive in a diverse and rapidly changing market.

In June 2019 Members of NGIA gave their resounding support to establish Greenlife Industry Australia (GIA), with the resolution of the Extraordinary General Meeting passing with 90% of votes in favour for establishing a new national body for the industry.

GIA assumed responsibility to service Members, onboarding existing NGIA staff and office space; honoring all NGIA contracts; and has maintained existing NGIA arrangements and relationships with external third parties-

Greenlife Industry is now operating under the associations Strategic Plan 2020-2023.

# Directors Information Kit

## About Greenlife Industry Australia

Greenlife Industry Australia commenced operations on 1 July 2019.

Greenlife Industry Australia represents Members on nationally relevant issues and creates real and ongoing value for industry businesses. Industry businesses have asked for a new national body to address the key priorities of developing markets, reducing costs and protecting investments.

Greenlife Industry Australia is establishing structures which allow greater direct collaboration with members and industry stakeholders, which will give businesses flexibility and choice with how they want to engage with their national organisation. It is also working to engage and strengthen relationships and build new alliances with like-minded associations through the opportunity for them to join as members.

[Download the GIA Constitution here.](#)

## Mission

Dedicated to the advancement and promotion of our industry through focused leadership, collaboration, advocacy, education, market development and biosecurity.

## Vision

Ensure a resilient and adaptable industry where businesses are empowered to enrich lives through a commitment to liveable cities, healthy environments and food security.

## Greenlife Industry Australia Strategic Plan 2020-2023

The strategic plan sets the 2020-2023 priorities for GIA and is the first strategic plan.

The plan was developed through a two-day workshop involving over 50 industry stakeholders, held in Melbourne during October 2019, as well as a number of one-on-one consultations. The draft plan was circulated to industry and amended as needed before review and sign-off by the GIA Board in February 2020.

The five strategic priorities for the organisation are:

- Advocacy – policy and programmes to benefit the greenlife sector

- Promotion – promote the benefits of the greenlife industry
- Sustainability – manage risks to ensure industry sustainability
- Careers – develop industry skills and career opportunities
- Funding – secure a strong stakeholder and fundraising base

The strategic plan overview is provided at Appendix A and the full strategy is available on request via [ceo@greenlifeindustry.com.au](mailto:ceo@greenlifeindustry.com.au).

# Directors Information Kit

## Key Challenges for Greenlife Industry Australia

Greenlife Industry Australia requires strong leadership attributes of its directors, and particularly requires innovative people with an entrepreneurial mindset who are willing and capable of leading a new, modern organisation that can meet the evolving needs of member businesses and industry.

The new peak body faces demanding and concurrent internal and external challenges. Some of the central challenges and focuses for Directors will include:

### 1. Membership

The desired outcome is to retain current members through association memberships and acquire a significant number of new direct members and affiliates.

The credibility of the Directors will be vitally important and include proven:

- Knowledge of and experience across the greenlife industry, such as production management, small business management, allied trade operation, retailing;
- Commercial mindset with strong, influential networks within the industry to help retain and acquire members and enlist the support of people and organisations;
- Awareness or experience implementing marketing campaigns to build awareness amongst member networks.

### 2. Relationships

The objective here is to rapidly build strategic relationships with influential external parties – particularly government decision-makers and the media – and to manage these relationships in a strategic way. The implication is therefore that:

- Networks and/or proven experience in government/political processes and industry advocacy would be highly valued during the initial phase of operation and beyond.

### 3. Governance and Management

Greenlife Industry Australia is commercially and business-oriented and operates efficiently, flexibly and responsively using modern management practices and technologies. It will need a strong governance framework and practices to build trust with its diverse membership base and to become a respected advocacy association. The main implication is that the directorship should include:

- Experience in establishing and/or managing organisations and people and in working with professional service advisors (legal, accounting etc).

### 4. Strategy

Greenlife Industry Australia Strategic Plan 2020-2023 is now operable. Experience in developing, reviewing and adapting strategy in a complex multi-stakeholder operating environment is desirable.

### 5. Funding

Retaining and increasing Greenlife Industry Australia's membership is a primary source of funding. However, Greenlife Industry Australia will also need to secure other sources of funding (e.g. third party grants, sponsorship), which will require skills in identifying opportunities (e.g. member service needs, government programs, alliances) where Greenlife Industry Australia can access additional funds and create value for members. The main implication is that the directorship should include:

- Knowledge and experience of financial and asset management;
- Awareness of and willingness to pursue funding opportunities.

# Directors Information Kit

## Greenlife Industry Australia Director - Key Information

Greenlife Industry Australia has a strategic board of seven elected directors and from time to time, two board appointed directors. There will be a maximum of nine directors at any one time.

In accordance with the Constitution, the second rotation of two Directors will occur at the second Annual General Meeting on **23 November 2021**.

This information kit relates to endorsement of nominees for the Greenlife Industry Australia Board by the Board Nomination Committee.

Nominees will be assessed by the Board Nomination Committee in relation to their suitability, skills and experience. The Board Nomination Committee will also consider endorsing nominees in relation to a skills matrix which is available at Appendix B.

Where more than two applicants are endorsed by the Committee, a ballot vote will be conducted. If this is required, you will be advised more information in due course. If there be only the required number of nominees to fill the vacancies, no ballot will be necessary, and the Chairman of the AGM shall declare those endorsed nominees duly elected.

Successful candidates will be required to submit an Application for Membership to join Greenlife Industry Australia as a paid member.

Directors are required to manage Greenlife Industry Australia in the interests of its pledged financial members in a way that reflects the Mission, Vision and Objects outlined in the Constitution.

Directors can hold the position for a maximum of two (2) three-year terms to a maximum of six (6) years. At this time, they must vacate the position. After an absence of three (3) years, a former director can renominate for a directorship.

Successful nominees in 2021 will not be required to retire for three (3) years following their appointment at the 2021 AGM. The rotation will continue in accordance with Article 15.7 (b) (i) as follows:

- three (3) following in 2022; and
- thereafter the three yearly cycle repeats itself; or such other numbers to ensure that no director continues for a period longer than three (3) years of the directors who are to continue in office

Direct costs associated with participating in the work of the Board (e.g. travel) will be met, and Directors will be remunerated according to an industry standard.

Directors are required to prepare for and attend regular board meetings to ensure the swift progression, growth and operation of Greenlife Industry Australia.

# Directors Information Kit

## Candidate eligibility requirements

To serve as a Director of Greenlife Industry Australia, you must:

- Be nominated by a Member of Greenlife Industry Australia;
- Be a resident of Australia;
- Be at least eighteen (18) years of age;
- Not be an undischarged bankrupt;
- Be otherwise legally competent to conduct business and enter contracts under the laws of Australia and its states and territories; and;
- Submit by **Midnight AEDT Friday 8 October 2021**
  - » Online Candidate and Nomination Form
  - » Covering Letter addressing skills and experience (maximum 3 pages)
  - » Resume

---

## Nominee Endorsement Process

After nominations have closed on 8 October 2021, the Board Nomination Committee will review the applications received.

It will be the role of the Nomination Committee to endorse nominees who collectively form a balanced board. It is the role of the nominee to identify the areas in which they will be able to make a strong contribution to the board.

Candidates will be reviewed against the Director Skills Matrix. In this round of applications, the Board Nomination Committee will be focused on the areas of:

- Demonstrated financial management skills
- National and regional greenlife industry and supply chain knowledge and networks
- Corporate Governance
- Government Relations

If required, shortlisted candidates will be contacted for interview 18, 19 or 20 October 2021. It is expected that endorsed candidates will be notified that same week.



# Directors Information Kit

## More information

Interested parties should review this Director Information Kit for more information on the roles, appointment process, priorities and skills required for the positions and apply through the [nomination form](#).

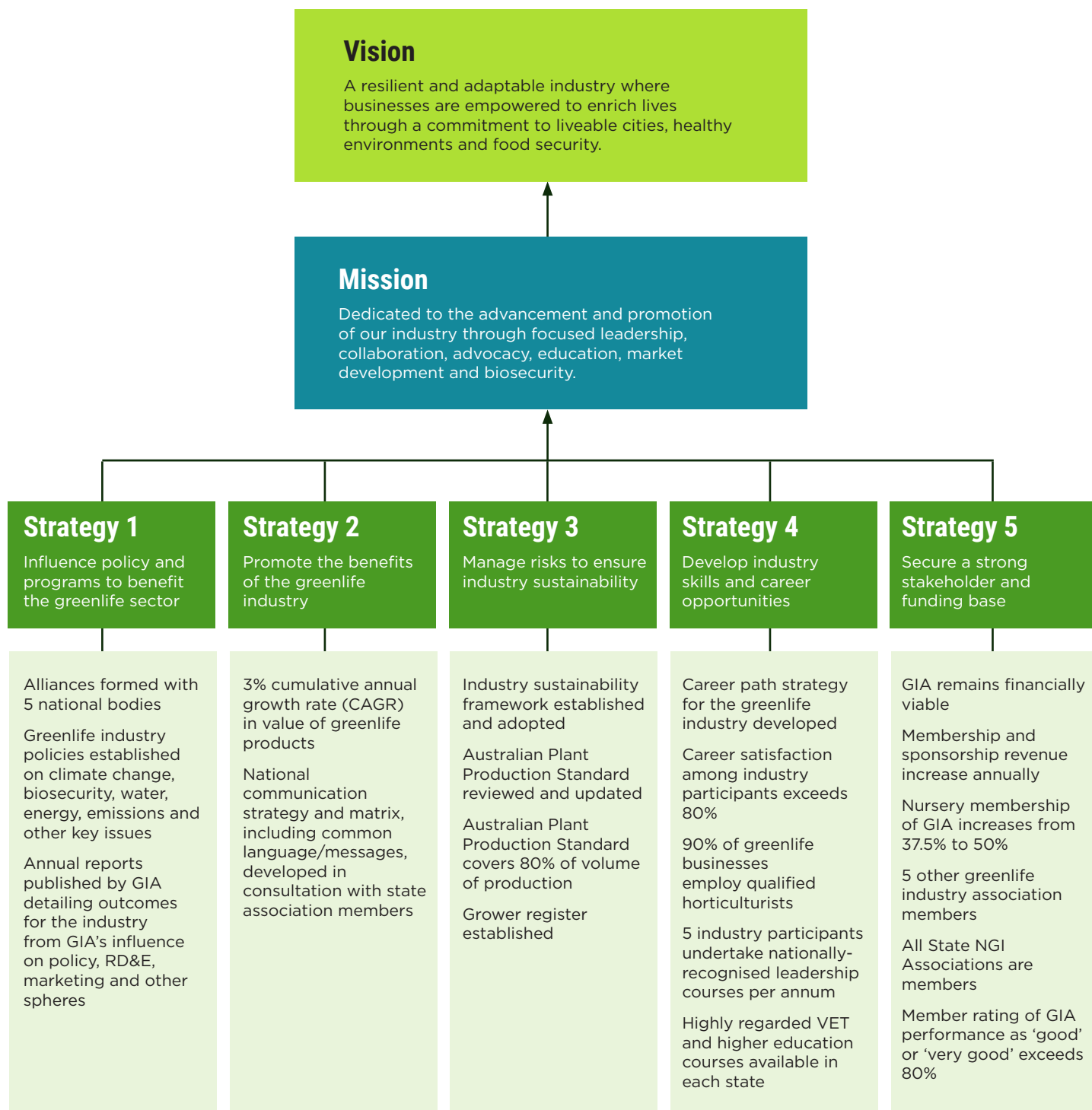
Applications are required by **Midnight AEDT Friday 8 October 2021** attaching

- Online Candidate and Nomination Form
- Covering Letter addressing skills and experience (maximum 3 pages)
- Resume

Questions regarding the positions should be directed to Peter Vaughan, CEO Greenlife Industry Australia on 0400 739 802 or via email to [peter.vaughan@greenlifeindustry.com.au](mailto:peter.vaughan@greenlifeindustry.com.au).

# Directors Information Kit

## Appendix A: Greenlife Industry Australia Strategic Plan on a page



# Directors Information Kit

## Appendix B: Skills Matrix

| Criteria  | Description  |
|---|--|
| Financial management  | <ul style="list-style-type: none"> <li>• Demonstrated financial management skills</li> <li>• Ability to secure new funding sources</li> </ul>  |
| Business Management - strategic, communications, operational and marketing                | <ul style="list-style-type: none"> <li>• Experience in Associations or non-profit membership organisations.</li> <li>• Experience at director or senior executive level</li> <li>• Skills and experience in business management and strategy development particularly for membership growth</li> <li>• Experience/knowledge of media relations</li> <li>• Understanding of development and implementation of marketing strategy.</li> <li>• Ability to balance competing views and set priorities</li> </ul> |
| National and regional greenlife industry knowledge, experience and stakeholder engagement | <ul style="list-style-type: none"> <li>• Established industry networks</li> <li>• Knowledge of greenlife consumers</li> <li>• Knowledge of the domestic input and supply chain for greenlife production and maintenance</li> <li>• Ability to build relationships and an inclusive culture for members</li> </ul>  |
| Corporate Governance  | <ul style="list-style-type: none"> <li>• Experience with developing and ensuring compliance with corporate governance frameworks and policies</li> <li>• Experience in business and risk management</li> <li>• Knowledge of the roles and responsibilities of company directors</li> </ul>   |
| Government Relations  | <ul style="list-style-type: none"> <li>• Ability to build government relationships and develop public policy advocacy</li> </ul>   |