



**GRAINS
AUSTRALIA**

**STRATEGIC
PLAN** 2022/23 –
2024/25

grainsaustralia.com.au



Grains Australia
is an initiative of the
Grains Research &
Development Corporation

CHAIR'S STATEMENT

Welcome to Grains Australia's Strategic Plan for July 2022 to June 2025 which sets out the vision, purpose and key objectives that will define the operations and strategic direction of Grains Australia for the next three years.

This Strategic Plan has been developed in consultation with the Board and Grains Australia's Advisory Committee after consideration of the external operating environment and of the key challenges and opportunities facing the industry over coming years. With our new leadership team in place and a clearly articulated strategy for 2022 and

beyond, we are able to concentrate our efforts on achieving our goal of being a leader in industry good services that add real value to our stakeholders.

The immediate focus of Grains Australia's leadership team is on completing the establishment of a trusted and sustainably funded organisation. This will enable delivery of more streamlined industry good functions currently delivered by separate organisations, improved connectivity across the value chain, and improved industry influence amongst key domestic and global stakeholders and customers.

We are guided by values to deliver our vision of being the recognised leader in delivering value to the Australian grains industry.

Thank you to Grains Research and Development Corporation and the Australian grains industry for your support. We look forward to continuing to deliver for you, driving innovation and enabling strategic responses to market opportunities and issues.

Terry Enright
Chair, Grains Australia

Values

Responsive

We depend on genuine and sustained stakeholder engagement and responsiveness to stakeholder needs and unforeseen events.

Proactive

We think and act ahead of anticipated events and emphasize planning and risk management.

Ethical

We make the right choices as an organisation, even when they may be difficult.

Effective

We provide efficient and effective services to deliver value to the Australian grains industry.

Transparent

We communicate honestly and openly with all our stakeholders.

Inclusive

We work collaboratively with all industry participants in the grain supply chain, both pre and post farmgate, who are beneficiaries of our activities.

WHO WE ARE

Grains Australia is a subsidiary company of Grains Research and Development Corporation (GRDC), which is currently the sole member (effective owner) of Grains Australia.

Grains Australia operates as the industry good organisation that delivers services and functions on behalf of the entire grains value chain.

The operations and business of Grains Australia are governed by a skills-based Board of Directors that has a formal link with an Advisory Committee comprising representatives from GRDC, Grain Growers Ltd (GGL), Grain Producers Australia (GPA) and Grain Trade Australia (GTA).

The Grains Australia Constitution prevents the organisation from carrying out political or advocacy work. We recognise the significant value GGL, GPA and GTA provide as advocates for our industry.

What we do

Grains Australia delivers value to the Australian grains industry by:

1. Engaging and communicating with key industry stakeholders to develop priorities for the whole of the grains industry in relation to our key areas of operation.
2. Establishing and maintaining a market-driven grains variety classification system(s).
3. Providing services to maintain or improve trade and market access.

4. Analysing market and consumer trends to understand demand and identify priorities.
5. Ensuring technical support and training for customers and stakeholders.

Progress at a glance

Since 2020 we have:

- Established Grains Australia Board
- Confirmed multi-year funding with the support of GRDC
- Transferred commodity companies and functions into Grains Australia including:
 - Wheat Quality Australia (WQA)
 - Barley Australia
 - Grains Industry Market Access Forum (GIMAF)
 - National Working Party on Grain Protection (NWPGP)
- Established the executive capability of Grains Australia to support core functions including Classification and Trade & Market Access
- Successfully secured external funding for industry market access priorities under the Federal Government's ATMAC program
- Finalised Strategic Plan 2022/23 to 2024/25
- Developed structure, including Commodity Councils, to deliver on the Strategic Plan
- Launched grainsaustralia.com.au

We are seeking to establish Grains Australia as the leader in providing industry good activities that deliver value for the Australian grains industry, which plays a uniquely important role in our national economy and regional communities.

OUR APPROACH



MARKET INSIGHTS

- Trusted international and domestic market insights from all stakeholders
- Information exchange throughout the grains value chain



MARKET DELIVERY

- Improved trade and market access
- Inform breeding programs of desirable traits and functionalities
- Customer and stakeholder education/value proposition delivered



OPPORTUNITY ANALYSIS

- Research and competitor analysis to prioritise market opportunities
- Focus on stakeholder buy-in



IMPLEMENT

Applied solutions across core functions:

- Classification system(s)
- Trade & market access
- Customers and stakeholder
- Technical functions support and training



INDUSTRY PRIORITIES

- Whole of industry approach to identifying priorities
- Clear market development strategies

OUR STRATEGY



VISION

Recognised leader in delivering value to the Australian grains industry



PURPOSE

Grains Australia manages classification, market access, and market information and education to enhance competitiveness and profitability

GOALS



Improve or maintain access to high value markets



Effective delivery of core business and technical functions



Support effective decision-making by the grains industry and its customers

STRATEGIC PRIORITIES

1. Engage and communicate to develop priorities for the grains industry

2. Establish and maintain a market-driven grain variety classification system(s)

3. Provide services to maintain or improve trade and market access

4. Analyse market and consumer trends to understand demand and identify priorities

5. Ensure technical support and training for customers and stakeholders

OUTCOMES

- A whole-of-industry approach to identifying market and commodity priorities
- Industry leaders engaging effectively with consistent messages
- Technical information, trends and knowledge exchanged across industry

- Consistent, science-based, market-driven grains classifications

- Credible and trusted opportunity analysis
- Government's point of contact on international grain trade matters
- Strategic responses to trade and market access issues
- Greater market diversification
- Reduced trade impediments

- Validated and trusted international and domestic market insights
- Two-way communication on market, customer and consumer opportunities
- Prioritised programs based on market information
- Market learnings from customers and consumers

- Technical and market requirements of customers and stakeholders clearly understood
- Technical support and training for customers and stakeholders
- Technical expertise gaps in the supply chain addressed



ACTIONS

 HORIZON 1	 HORIZON 2	 HORIZON 3
July to December 2022	January to July 2023	July 2023 to July 2025
<ul style="list-style-type: none"> • Establish Commodity Councils • Complete Grains Australia team (people) and establish core culture • Develop and implement Stakeholder Engagement & Communication Plan • Develop 2022/23 Annual Operating Plan and Budget • Implement new 5-year Funding Agreement • Implement fit-for-purpose HR, IT and financial systems and processes • Integrate databases and optimise website and social media • Complete integration of Barley Australia and Wheat Quality Australia • Negotiate and finalise Service Agreement for Information and Education 	<ul style="list-style-type: none"> • Develop 2023/24 Annual Operating Plan and Budget • Classification concept for Pulses and Oats developed and accepted • Implement systems and processes for: <ul style="list-style-type: none"> - Project workflow - Reporting dashboard - Data management plan • Engage with Pulse Australia on industry good services • Engage with Australian Oilseeds Federation on industry good services • Engage with Grains & Legumes Nutrition Council on industry good services • Membership assessment 	<ul style="list-style-type: none"> • Classification concept for Oilseeds developed and accepted • Develop 2024/25 Annual Operating Plan and Budget • Develop 2025/26 to 2027/28 Strategic Plan

