



**GRAINS
AUSTRALIA**

**STRATEGIC
PLAN** 2022/23 –
2024/25

grainsaustralia.com.au



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

Updated 2023

CHAIR'S STATEMENT (2023)

Welcome to Grains Australia's Strategic Plan for July 2022 to June 2025 which sets out the vision, purpose and key objectives that define the operations and strategic direction of Grains Australia during this three-year period.

Under the leadership of Chief Executive Officer Richard Simonaitis, Grains Australia is making significant steps towards achieving its goal of being a leader in delivery of industry services and functions that add real value to our stakeholders.

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

By bringing together these critical grains industry services and functions, we service the connection between what the market wants and what the industry can provide. This enables a value exchange between Australian growers and end-users around the world.

Grains Australia is benefitting industry through alignment, prioritisation, coordination and efficiency in addressing market opportunities. We are focused on delivering impact and value to growers through a faster time to market and increased profitability.

Enabling Grains Australia to continue to deliver its activities in coming years is continued investment from the Grains Research and Development Corporation (GRDC). We are aligning

the structure and activity of Grains Australia to deliver value from the investment.

We also welcome the recent integration of activities and alignment between Grains Australia and the Australian Export Grains Innovation Centre (AEGIC) and are confident this will lead to many efficiencies for industry.

Consultation is key to establishing priorities that benefit industry, and I am pleased that Grains Australia has established the Grains Market Access Council and Commodity Councils that will provide valuable strategic advice, enabling us to continue delivering activities that will benefit our industry.

Terry Enright
Chair, Grains Australia



How we operate

The Grains Australia team's focus is firmly on:

- Taking a long term strategic view
- Delivering impact and value to growers
- Doing good work and doing it well
- Doing what we say we will do
- Anticipating stakeholder needs; no surprises
- Being easy to work with
- Consultation and communication.



WHO WE ARE

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

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

Grains Australia generates value for the Australian grains industry by working collaboratively with industry and government to establish priorities across our core functions.

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) and Grain Producers Australia (GPA).

The Grains Australia Constitution excludes the organisation from carrying out political or advocacy work. We recognise the significant value that organisations including GGL, GPA and Grain Trade Australia (GTA) provide as advocates for our industry.

What we do

Grains Australia delivers value to the Australian grains industry by:

1. Engaging to develop grains industry priorities and communicating these priorities
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 the 2022/23 initiation of this strategic plan we have:

- Moved beyond the consolidation stage to focus on delivering value
- Achieved alignment with the Australian Export Grains Innovation Centre (AEGIC), delivering synergies and value
- Transferred additional commodity companies and functions into Grains Australia. These now include:
 - Wheat Quality Australia (WQA)
 - Barley Australia
 - Grains Industry Market Access Forum (GIMAF)
 - National Working Party on Grain Protection (NWPGP)
 - Pulse Australia
- Signed a Memorandum of Understanding with the Australian Oilseeds Federation (AOF)
- Established Commodity Councils and a Grains Market Access Council
- Recruited key staff including Chief Executive Officer Richard Simonaitis to facilitate delivery of key functions.

** Further details on achievements are outlined in the 'Activities Completed' table at the end of this document.*



We are responsible for vital industry services and functions that improve the Australian grains industry's competitiveness and profitability.

OUR APPROACH



OUR STRATEGY



Recognised leader in delivering value to the Australian grains industry



Grains Australia manages classification, market access, and market insights 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 to develop grains industry priorities and communicate these priorities

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

September to December 2023



HORIZON 2

January to December 2024



HORIZON 3

January 2025 to June 2026

STRATEGIC PRIORITIES

1. Engage to develop grains industry priorities and communicate these priorities

- Grains Australia Councils identifying and prioritising market insights
- Councils:
 - Continue alignment to develop efficiencies and manage processes
 - Commodity strategic reviews (in conjunction with GRDC)
- Continue working with Australian Oilseeds Federation (AOF) under new Memorandum of Understanding
- Structured communication with seeds, fodder and rice industry bodies
- Regular meetings with Department of Agriculture, Fisheries and Forestry and industry representative organisations
- Councils:
 - Commodity strategic priority plans: staggered development for wheat, oats and pulses (similar to plan already produced for barley)
- Clarify, via industry (Member) consultation, if 'grains sustainability' or other scope changes are in Grains Australia's remit
- Continue industry discussion/development regarding grains sustainability or other scope changes

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

- Classification frameworks:
 - Revised and improved national oats framework
 - Review of wheat classification processes
 - Implementing the new lentil framework
 - Establishing chickpea framework
 - Potential oilseeds classification examined
- Classification frameworks:
 - Establishing additional pulse frameworks
 - Sorghum classification (TBC)

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

- China market access strategy including:
 - Attendance at China Pulse 2023, China Pea 2023 & Plant-Based Marketing Congress
 - Visit to Beijing, coordinated with the Australian Embassy to introduce Grains Australia
 - AEGIC-led Australian technical malting and brewing workshops
 - Virtual technical webinars
- China market access strategy including:
 - Attendance at 2024 Australian Grains Industry Conference (AGIC) Asia (China and Indonesia)
- Agricultural Trade and Market Access Cooperation (ATMAC) project delivery including:
 - Market indices to identify future wheat and barley opportunities
 - Australian Grains Industry Conference – Asia Indonesia Round Table
 - Identifying immediate SE Asian aquaculture markets and best fit for Australian grain

ACTIONS


HORIZON 1

September to December 2023


HORIZON 2

January to December 2024

- Tranche 2 of Grains Value Chain Leadership Program with Indonesia
- India-Australia Grains Partnership communications and activities
- Benchmarking Australian Wheat
- Port Zone Testing Pilot Program reporting (testing for pathogens)
- Non-tariff measures report & supporting tool – database and analysis


HORIZON 3

January 2025 to June 2026

- Tranche 3 of Grains Value Chain Leadership Program with Indonesia

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

- Projects initiated with AEGIC and knowledge sharing
- Projects include assessment of opportunities in African markets, and a malt barley project
- Outcomes from project (conducted by AOF) aimed at developing New Zealand market for canola meal

5. Ensure technical support and training for customers and stakeholders

- Projects initiated with AEGIC and knowledge sharing, including extension to customers and trade stakeholders

GOVERNANCE

- Enhanced alignment with Australian Export Grains Innovation Centre (AEGIC) - to deliver value
- Membership assessment and decision. Once complete revise Constitution and communicate to key stakeholders
- Develop 2025/26 to 2027/28 Strategic Plan
- Develop 2024/25 annual operating plan (AOP)
- Develop 2024/25 budget
- Establish Remuneration committee
- Develop 2025/26 AOP
- Develop 2025/26 budget
- Develop 2026/27 AOP
- Develop 2026/27 budget

OPERATIONAL

- Complete Grains Australia team (people) and establish core culture
- Complete internal Grains Australia policy development and ongoing reviews

ACHIEVEMENTS



ACTIVITIES COMPLETED IN 2022/23

Governance

- AEGIC integration delivering operational synergies and value
- Preparation for establishment of Strategic Review Group to facilitate strategic alignment with AEGIC
- 3x GRDC funding/investment contracts in place
 - Core funding
 - Classification & Councils
 - RD&E projects
- Contract reporting to GRDC completed quarterly as required
- Audit & Risk Committee established
- Risk management framework established
- 2023/24 budget approved
- Communication & Engagement Strategy endorsed
- Board review procedure (including assessment) complete
- Board skills matrix complete
- Membership review in conjunction with GRDC
- Council Selection Committee established
- Audit complete with an unmodified audit opinion from the Australian National Audit Office
- Annual review of policies & procedure undertaken. Additional policies & procedures developed
- Cyber security audit undertaken, and recommendations implemented

Strategic Priority

- Focus on delivering value (have now moved beyond consolidation stage)
- Wheat Council established
- Grains Market Access Council established
- Grains Industry Market Access Forum integration
- Oat Council established
- Pulse Council established
- Pulse Australia integration
- Australian Oilseeds Federation Memorandum of Understanding
- Barley strategic priorities established
- Lentil classification framework established
- Australian White Wheat class implemented
- Trade and Market Access industry consultation complete
- Annual Operating Plan 2023/24 approved
- Structured communication with key stakeholders on focus areas for trade and market access

Operational

- Recruitment:
 - CEO - Richard Simonaitis
 - Classification and Technical Manager, Wheat – Elham Saeedabadian
- Preparation for recruitment of:
 - General Manager, Strategy & Communication - Natalie Lee
 - Senior Manager, Trade & Market Access – Peter Breguet
 - Trade & Market Access Manager – Lachlan Evans
 - Council Coordination Manager – Tatjana Karov
- Additional company policies completed
- \$1.5 million for projects via Agricultural Trade and Market Access Program (includes GRDC co-investment)
- In-kind co-investment with Katalis for 'e-learning' project and leadership program. Katalis aims to unlock the economic potential of the partnership between Australia and Indonesia
- Preparation for new website
- Increased media/social media presence
- Establishment of a policy and processes for investment projects