



GROWER GROUP ALLIANCE INC
ANNUAL REPORT

2018/2019



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CHAIR AND CEO REPORT



We are pleased to report that at the end of the Grower Group Alliance (GGA) Incorporated's first reporting year it is financially secure and ready to trade in support of Western Australia's grower group network.

GGA has been representing the grower group network for 17 years. It was registered with the Commissioner for Consumer Protection as an Incorporated Association on 12 June 2018. At year's end it had secured funds and expanded support from the Department of Primary Industries and Regional Development (DPIRD) to continue servicing groups and to broker applied research and innovation projects with grower groups. Outcomes from this set up year will be realised for years to come.

The early work to transition GGA from a funded DPIRD project, hosted by Grain Industry Association of Western Australia (GIWA), to a trading corporation, was under the guidance of the Strategic Advisory Group chaired by Dr Kelly Manton-Pearce. A mid-term project review was prepared for DPIRD, which identified the core elements of the new collaboration and a business model to deliver them sustainably

The next phase was to establish a governing board and undertake business planning. Grower groups nominated member directors and a nominations committee selected five inaugural directors on the 6th July 2018. These grower group member directors then appointed three independent directors to complete the Board structure under the GGA Inc's Rules.

The business plan was completed and lodged with DPIRD. It proposed an ambitious work program around the core of 'benchmark and build' the grower group network, to now include research and innovation program and project brokering and facilitating 'blue sky' agtech development. The plan estimated the resources for GGA Inc to deliver this expanded program.

Negotiations with DPIRD proceeded, under the watch of the Board, resulting in a collaboration agreement jointly signed on 10 May 2019. The duration of this agreement is four years, extended for another four years, subject to review and satisfactory performance.

The agreement was launched by the Hon. Alannah MacTiernan, Minister for Regional Development; Agriculture and Food; Ports on 26 July 2019, with grower group representatives and DPIRD staff attending. Besides cash funding for continuation of the benchmark and build servicing of groups, it commits DPIRD staff with supporting resources to a GGA managed program of brokering research projects and field testing agtech opportunities. This collaboration is a significant boost to the grower group network, DPIRD and the State's ambition to boost agricultural research and innovation investment.

The Board was very conscious that clarity of purpose was critical to underpin the business of GGA to retain primary focus on grower group support while settling this expanded DPIRD collaboration. Following a strategic planning workshop in February 2019, a draft statement was road tested with grower groups across the network and refined to 'supporting grower groups to succeed' and 'maximising research and innovation outcomes for their benefit'.

In drawing on the solid preparatory work of the Strategic Advisory Group and GGA management, the Board established necessary governance arrangements, which included risk policy, in preparation for trading. In this transition, GIWA provided extended support in transition in hosting the project through to July 2019 and DPIRD supported with necessary financial support. This assisted a smooth transition following the finalisation of the collaboration agreement.

The GGA Inc is now acquitting its project hosted with GIWA and the first payment under the new agreement was received in June 2019. GGA Inc commenced trading on 31 July 2019.

For GGA Inc stakeholders, particularly grower groups, this establishment year sets up a transformative collaboration from which they can all benefit by participating in expanded research and innovation, yet still be serviced in ways they value. This achievement is a credit to many – the patience of WA's grower groups, the vision of the Strategic Advisory Group, the flexibility of GIWA and the enduring support of DPIRD and the State Government.

This first annual report details the GGA Inc of today that has evolved so much from its formation by the grower groups in 2002.

Kevin Goss, Chairperson, GGA Inc
Annabelle Bushell, Chief Executive Officer, GGA Inc

GGA HISTORY AND GGA INC JOURNEY

The Grower Group Alliance (GGA) project was developed in 2002 by grower groups. It established to connect grower groups, increase the capabilities of the groups across primary production industries in WA, and join with grower groups at the leading edge of RD&E in WA.

It was originally funded by the Grains Research and Development Corporation (GRDC) until 2013.

From 2014, GGA was supported by the DPIRD through Royalties for Regions and hosted by GIWA.

In 2018, the grower group network endorsed the GGA's submission to become a legal entity, supporting the project's application to the Department of Regulation, Safety & Mining in May 2018 to become an incorporated association. This was approved on 12 June 2018.

In early 2019, the GGA began developing a collaboration with DPIRD. This agreement was jointly signed on 10 May 2019 and sets out the parameters for GGA Inc to work in collaboration with DPIRD to increase the amount of research and innovation that is demand-driven and farmer led via grower groups and the level of investment and capability in collaborative, agricultural research, innovation and on-farm application.

OUR PURPOSE, VISION AND STRATEGIC OBJECTIVES

The Grower Group Alliance is a farmer-driven network that builds the capacity of grower groups and connects groups, research organisations and agribusinesses in WA.

The GGA aims to increase the capabilities of grower groups across all primary production industries in WA to be able to lead and effectively engage in agricultural RD&E

programs and processes through:

- Training & workshops
- Networking events that connect grower groups with researchers, industry and agtech both locally and nationally
- Advice and information for grower groups and about working with grower groups

- An information hub and connector for groups, industry and research for increased collaboration
- Advocating the importance of grower groups in the agriculture industry and regional WA.



OUR PURPOSE

To support grower groups to succeed, and collaborate on relevant research and innovation to maximise outcomes for the benefit of grower groups and their members.

OUR VISION

Grower groups are recognised as the most effective pathway to lead and connect research and innovation to growers in WA.

Corrigin Farm Improvement Group

STRATEGIC OBJECTIVES

WHAT WE DO

A strong and sustained network of grower groups whose members are actively engaged, involved and have ownership of GGA Inc

Coordinate fit for purpose training and capacity building programs that address grower group need

GGA Inc is recognised for its leadership and effectiveness

Advocate to ensure the value of grower groups is recognised and there are increased partnership and collaboration opportunities for the grower group network

Maintain an effective knowledge sharing network that fosters collaboration within the agri-innovation ecosystem

Build and maintain strong connections across the grower group network and provide a trusted platform where we can share information and ideas to drive our industry forward

Develop business opportunities and broker programs that create significant value for stakeholders

Facilitate opportunities for our members to work together and co-design grower driven, network scale projects and secure investment for grower groups at a scale not previously realised

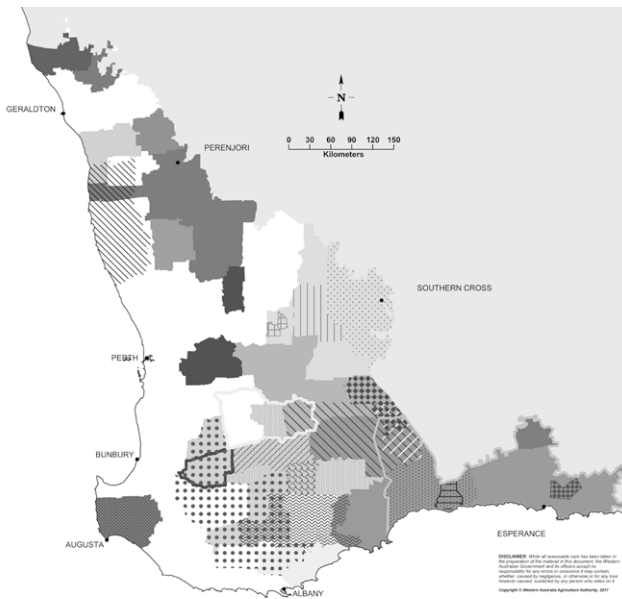
The GGA has a financially sound business model managed with good governance

Our Board has strong representation from the grower group network who believe in the value of grower groups. The Board has clear oversight on direction of the organisation to ensure what the GGA does is for the benefit of our members

Build the skills, roles and capacity to govern the organisation and drive an innovative culture

Maintain and retain a highly skilled and diverse Board and staff who deliver value to the GGA and the grower group network

THE GROWER GROUP NETWORK

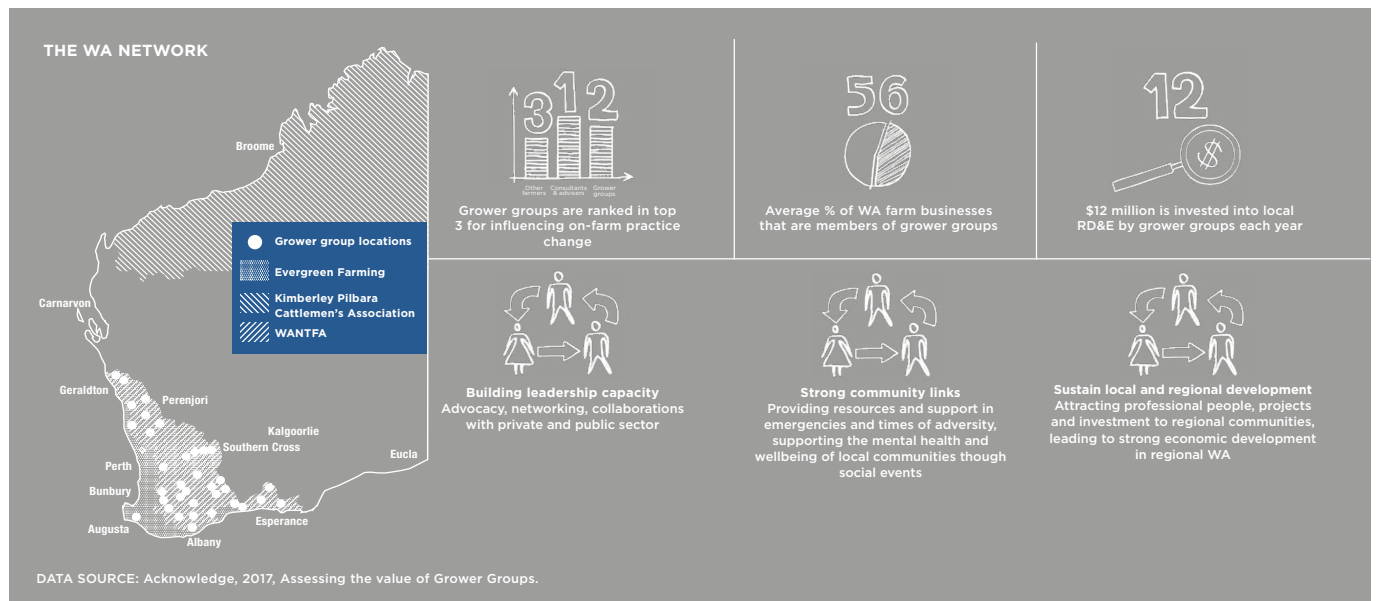


Grower groups in the GGA network are independent, self-directed, and predominately comprised of broadacre grain and livestock enterprises. They are community-based groups of farmers who focus on production, environment and skills development at a local and regional level. Over 55% of WA farm businesses are members of grower groups.

There are currently 43 grower groups in the GGA network, located throughout Western Australia.

The groups range in both size and focus, but each engage funding partners, private consultants and agronomists, universities, researchers and government to ensure their members have access to relevant information to assist them to make management decisions on their farms.

The groups are located from Esperance in the south east of WA, through the wheatbelt and north to the Kimberley and Pilbara regions.



GROWER GROUP NETWORK

- Agricultural Women Wheatbelt East Group (AWWE)
- ASHEEP
- Bugs and Biology
- Carnamah LCDC
- Compass Agricultural Alliance
- Corrigin Farm Improvement Group
- Dumbleyung Landcare Group
- East Wagin Top Crop Group
- Evergreen Farming
- Facey Group
- Far East Agricultural Research (FEAR) Group
- Fitzgerald Biosphere Group
- Gillamii Centre
- Holt Rock Group
- Jerdacuttup Topcrop and Pasture Improvement Group

- Kellerberrin Demonstration Group
- Kimberley Pilbara Cattlemen's Association
- Lakes Grower Group
- Lakes Information & Farming Technology
- Liebe Group
- Merredin & District Farm Improvement Group (MADFIG)
- Mingenew Irwin Group
- Moora Milling Pasture Improvement Group
- Morawa Farm Improvement Group
- Munglinup Local Farmer Group
- Neridup Soil Conservation Group
- North Mallee Farm Improvement Group
- North Stirlings-Pallinup Natural Resources Group
- Northern Agri Group
- Nyabing Farm Improvement Group

- Ravensthorpe Agricultural Initiative Network (RAIN)
- Sandstone Sustainability & Development Group
- Scott Rivers Grower Group
- South East Premium Wheatgrowers Association (SEPWA)
- Southern Dirt
- Society of Precision Agriculture of Australia (SPAA)
- Stirlings to Coast Farmers
- Toodyay Agricultural Alliance
- WA Hemp Growers Co-operative
- WA No Till Farmers Association (WANTFA)
- West Midlands Group
- Women in Farming Enterprises (WIFE)
- Yuna Farm Improvement Group

FINANCIAL STATEMENT

All GGA activities and expenditure undertaken through the 2018/2019 financial year were funded through the GGA project under its hosting and reporting provision with the Grain Industry Association of WA (GIWA). Upon signing of the DPIRD GGA collaboration agreement, GGA Inc received an initial payment

in June 2019. Expenditure of these funds was restricted until the formal commencement of the agreement (1 July 2019) and upon GGA Inc commencing trading on 31 July 2019. As there were no GGA Inc funds expended in the 2018/2019 financial year and only funds received in June 2019 the GGA Inc Board

approved to incorporate this income into a 13-month 2019/2020 reporting year and audited financial report to members. Note the GGA Inc bank balance as at 30 June 2019 was a cash balance of \$412,474.48.

PARTNERSHIPS AND PROJECTS



Department of Primary Industries and Regional Development



STRENGTH IN COLLABORATION

DPIRD & GGA COLLABORATION

The new collaboration agreement between DPIRD and GGA is aiming to lift the overall investment in demand driven and farmer-led, applies agricultural research in WA

The initiative will capitalise on DPIRD's research capability and the WA grower group network to drive stronger collaborations between DPIRD, grower groups and the wider industry.

KEY FOCUS AREAS OF THE COLLABORATION

NETWORK PROJECT COLLABORATION



Working with grower groups to design grower driven, network scale projects and attract investment from strategic partners to drive research and innovation in WA agriculture

BENCHMARKING & BUILDING



Supporting groups to be fit, strong and sustainable by delivering training and development in a systematic, strategic way

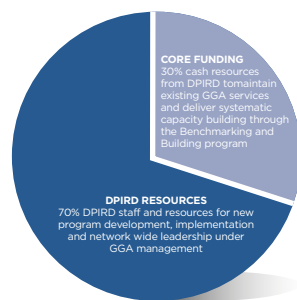
TECHNOLOGY AND INNOVATION



Facilitate opportunities for groups by linking grower groups with innovators and the agtech industry to ensure emerging innovations are relevant to WA farmers



DPIRD GGA COLLABORATION INVESTMENT



Total State Government investment of \$4.38m over four years

- GGA Inc retains independence under a skills-based and representative Board
- GGA is co-located with DPIRD in South Perth in a new location accessible to grower groups and industry
- Of the total value of the collaboration:
 - 30% cash resources for GGA operations
 - 70% DPIRD staff and staff support operating under GGA management

CO-OPERATIVE BULK HANDLING (CBH)

On 5 May 2017, CBH and the GGA project (through GIWA) entered in to a 3-year sponsorship agreement that ends 31 December 2019. Beyond this, GGA Inc will be looking to continue an arrangement with CBH that provides support for coordinated capacity building across the group network.

The current CBH sponsorship supports the:

1. GGA Annual Forum
2. Regional governance workshops for grower and community groups (two per year)
3. Growing Leaders Scholarship Program, delivered through Leadership WA



GGA BOARD AND STAFF

Following incorporation, in July 2018 a GGA Board Nominations Committee was formed from industry representatives to consider grower group nominations for GGA Inc Board positions. This Committee recommended the appointment of five member elected positions;

Kelly Pearce, Jon Holmes, Alaina Smith, Chris Reichstein and Nathan Craig. It was this founding Director membership who then appointed the three independent directors to complete the Board structure under the GGA Inc's Rules.

During the 2018/2019 financial year, Alaina Smith resigned as a member elected director and this vacancy will be filled in December 2019.

BOARD POSITIONS AND COMMITTEES

Chair: Kevin Goss
Deputy Chair: Erin Gorter
Secretary: Kevin Goss

Chief Financial Officer (Treasurer): Rosie Harrison
Finance and Audit committee: Peter Roberts, Erin Gorter and Nathan Craig



MEMBER DIRECTORS

Dr Nathan Craig



Nathan Craig is the executive officer of West Midlands Group and has held positions with South East Prime Lamb Achiever group in South Australia and is a former committee member of the Victorian No-till Farmers Association. He has strong experience in managing large scale research and development projects and business and farm management.

Dr Kelly Manton-Pearce



Kelly Pearce is the past chair of the GGA Strategic Advisory Group, current Farmers Mutual Limited board director and former WAMMCo International director. She is a 2012 Nuffield Scholar and Graduate of the Australian Institute of Company Directors. She has more than 17 years' experience in working in agricultural R&D, is a committee member of the Corrigin Farm Improvement Group and a partner in a successful family farming operation near Yealering.

Jon Holmes



Jon Holmes is a founding member of the Mingenew Irwin Group and past committee member of the West Australian Malting Barley Council. He is a partner in a successful family farming operation at Mingenew.

Chris Reichstein



Chris Reichstein has held a number of board and committee roles including a member of the GGA Strategic Advisory Group, chair of Grain Industry Association of Western Australia (GIWA) wheat council, Grains Research and Development Regional Cropping Solutions Network and has been an executive member of the South Eastern Premium Wheatgrowers Association (SEPWA) for the past 15 years. He runs a successful farming operation in Esperance.

Independent Directors

Peter Roberts



Peter Roberts is the former western region panel chairman for GRDC and former chairman of South East Premium Wheatgrowers Association, non executive director of Barley Australia and past Western Malting Barley Advisory Committee member. He is also a graduate of Harvard Agribusiness and Australian Institute of Company Directors.

Kevin Goss



Kevin Goss has extensive experience across agriculture and natural resource management policy and programs, R&D leadership, environmental regulation and technical knowledge in water resources, land conservation and agricultural extension.

He is currently a director with the Harry Butler Institute at Murdoch University. Previous roles and experience include chair of Biosecurity Council of WA, deputy chair and non-executive director of Agrifutures Australia, and Kevin is a graduate of Australian Institute of Company Directors.

Vice Chairperson and Independent Director

Erin Gorter



Erin Gorter has extensive experience in working with grower groups and was a driving force in managing two groups – Evergreen Farming and Southern Dirt – in WA. She is a rural industry consultant and events manager with Agvivo, a non-executive director of Meat & Livestock Australia Limited and its subsidiary companies and a non-executive director of the Primary Industries Education Foundation Australia.

GGA MANAGEMENT

Chief Executive Officer

Annabelle Bushell

Annabelle's passion for rural and regional communities has origins from a family farm in the Avon Valley and is a formative component to her diverse career. She has a Bachelor of Science and has worked with pastoralists and land managers, researchers, growers and natural resource management professionals. She is a natural collaborator across science, community and industry to develop and drive new initiatives.

She commenced with the GGA project in January 2017, bringing her stakeholder engagement, commercial acumen and industry collaboration skills to support and sustain the networks that build the intellectual and social capital of WA's regional communities.

Stakeholder and Communications Manager

Megan Cechner

Megan joined the Grower Group Alliance in July 2017 following an extensive career in journalism, public relations, corporate communications and marketing in the agriculture industry.

After completing a Bachelor of Arts in Communications at Murdoch University, Megan took on a role as a journalist in Moora before relocating to Melbourne to work in public relations, communications and marketing for companies including Incitec Pivot Fertilisers and Nufarm.

Returning to Perth, Megan worked as a journalist with Farm Weekly before taking on the role as Stakeholder and Communications Manager with the GGA.

Finance and Administration Manager

Rosie Harrison

Rosie is a DPIRD employee who has been assisting the GGA project by undertaking the role of Finance and Administration Manager. From 1 July 2019, Rosie has been assigned to the GGA Inc/DPIRD collaboration and has been endorsed by the Board to act as CFO.

Her career spans over 35 years in corporate and business services. Rosie has worked in both private and government sectors.

Now based in Bunbury, Rosie moved from Perth with her family to undertake a Management position in DPIRD Southern Regional offices.

ACKNOWLEDGEMENTS & THANK YOU

First and foremost, thanks go to our member grower groups and network for their continued engagement and patience through the GGA Inc transition. Establishing a legal entity is a lengthy process and we are very grateful for the support of our members during this time.

GGA Inc Board and staff acknowledge the Department of Primary Industries and Regional Development (DPIRD), in particular, the staff in the department who have championed grower groups and the GGA and worked with us to ensure the ongoing development of the network and the GGA as an entity. The collaboration with DPIRD will help GGA Inc to become an established entity and continue to work for the benefit of our members and the WA agricultural industry.

Thank you also to the Grain Industry Association of Western Australia (GIWA) for hosting the GGA project and providing the platform from which GGA Inc has been able to launch and become its own legal entity.



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