



**GROWER  
GROUP  
ALLIANCE**  
Together we grow

# ANNUAL REPORT

2020/2021



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Front cover photo courtesy of Mingenew Irwin Group, featuring field day visit to dryland pasture legume trial by Centre for Rhizobium Studies (Murdoch University) & partners. Host J.Wasley | Canna WA 2020



# CHAIRPERSON REPORT



**Peter Roberts**  
Chairperson, GGA

**It is with great pleasure that I present this annual report. As the Grower Group Alliance (GGA) repositions itself to ensure its membership is an integral part of the national conversation about the future of agriculture, it is imperative that we develop and retain a strong structural and financially sustainable position.**

I wish to thank the GGA Board for focusing its energy on developing the Strategic Plan 2020-2025 that is designed to position the GGA to deliver value to our group membership. 'Together we grow' is the GGA motto and, while it is still early days, our position is advanced, both financially and in terms of growth. The Board acknowledges the dedication and tireless contributions of GGA Interim Chief Executive Officer Niki Curtis and staff in achieving this positive position, and for implementing our strategy.

In the past year, members have capitalised on numerous benefits as a result of the \$1.1m per annum investment by the Department of Primary Industries and Regional Development (DPIRD) into our grower group network. The four-year Collaboration Agreement came into effect in the middle of 2019 and the support of DPIRD Director General Ralph Addis and Minister Alannah MacTiernan has been fundamental in GGA ramping up activities to build the capacity of grower groups. We are currently in negotiations to extend the agreement with DPIRD. This watershed initiative is already lifting the overall investment in demand-driven and farmer-led applied agricultural research in WA.

In August 2021, GGA Grains Research, Development and Extension Communications Manager, Amber Atkinson, was appointed to further extend DPIRD's grains research information through the network. The new appointment will also provide opportunities for DPIRD staff and grower groups to build capacity and deliver a more unified research and development (R&D) communications and extension mechanism.

Like many, in 2020/21 our organisation has seen some major changes and challenges. Along with numerous COVID-19 disruptions, in September 2020 inaugural Chair Kevin Goss retired and in November, CEO Annabelle Bushell started parental leave. In May 2021 we moved offices from South Perth to Level 6, 1 Nash St, Perth. And, very sadly, in July this year we said goodbye to Chris Reichstein, our much loved and respected Board member, who lost his courageous six-year battle with cancer. Chris was a well-known Esperance farmer who was always at the forefront of the adoption of agricultural innovation, and we will miss his enthusiasm and valued and insightful input.

Strengthening an innovative network of grower groups that connects strongly with industry has been one of our key focus areas in the past year. Most GGA members have engaged in at least some of the many capacity building and GGA-brokered R&D program opportunities, offered in response to our annual survey of groups' needs. GGA's Board and management are delighted by the level of engagement from the network, particularly by the numbers of members attending our events, such as the GGA Annual Forum and Member Breakfast.

Capacity building through events and activities that support professional development aligning with our members' objectives has been a main investment focus, with about \$190,000 of cash going back to the network to support leadership, governance, project management, strategic planning, extension skills development and networking events. Continued investment in grower group development will be key to our members' ability to influence the direction of R&D funding.

GGA launched a new website in April and this will be further developed by the end of 2021, with a closed section to be made available for members which contains resources relating to areas such as human resources support, governance and benchmarking tools.

Another example of what can be achieved through our unique network and Collaboration Agreement was the awarding of a major \$8 million tender to GGA to lead the South-West WA Drought Resilience Adoption and Innovation Hub. It is one of eight Hubs, which are part of the Australian Government's \$5 billion Future Drought Fund, and is the only Hub not led by a university. It will provide networks for researchers, primary producers, community groups, First Nations people and others to work together to enhance drought resilient practices within their region. Hub staff appointments were nearly complete at the time this report was published. Grower groups, which have formed part of the consortium, will be engaged more fully in the second half of 2021.

The WA value of R&D brokered programs GGA is engaged with has increased significantly compared with last year – from \$5.5m to \$28.9m for WA. From this, GGA has a gross contracted participation of \$8.8m (incl. Drought Hub \$8m). About \$80,000 was invested by the GGA Board to support the development of these programs, in addition to the in-kind investment from DPIRD into R&D Program Broker and Project Manager roles.

The GGA aims to continue to shape the WA agricultural industry on behalf of our members to help grow the national farm gate output to \$100 billion by 2030. Our network is in a unique and potentially catalytic position to drive innovation investment from the ground up and we see our members being at the forefront of innovation and adoption, shaping the future for the benefit of all WA producers.

The Board wishes every one of our grower group members the very best of success in the coming year and looks forward to building on the collaborative engagement that has been developed.

Finally, GGA has been fortunate to have our current CEO Niki Curtis guiding the organisation for the last year in an interim role. The GGA is in the process of finding a replacement CEO. We wish Niki all the very best for the future and thank her for her dedication to the role.

# GGA BOARD

**Under GGA's constitution (Rules) the Board of Directors has the power to direct and manage the affairs of the alliance, accountable to its Members.**

There are five Member-elected Directors on staggered two-year terms, and the Board appoints another three Independent Directors to complement its skills mix. Independent Director appointments are ratified at the following Annual General Meeting (AGM). All Directors have fiduciary duties and responsibilities, as with company directors.

GGA's Board started 2020-2021 with three new Member-elected Directors and one newly appointed Independent Director. Terms expired for Member-elected Directors Nicole Batten and Nathan Craig, who were re-elected at the August 2020 AGM. Jon Holmes' term also expired. He retired and Debbie Gillam was voted in by the Network to fill that Member-elected vacancy. Independent Director and past Chair Kevin Goss retired, his appointed replacement was Graham Smith, and existing Independent Director Peter Roberts was elected to the Chair by the Board with

Independent Director and past Chair Kevin Goss retired. His appointed replacement was Graham Smith, and existing Independent Director Peter Roberts was elected to the Chair by the Board, with Independent Director, Erin Gorter remaining as Vice Chair. The Finance and Risk Committee was chaired by Erin Gorter with Nicole Batten and Debbie Gillam as members.

CEO Niki Curtis served as the GGA Secretary. The role of Chief Financial Officer role was performed by Alison Maughan, the GGA Finance and Administration Manager.

## COMPANY DIRECTORS

### Chairperson and Independent Director

**Peter Roberts**



Formerly a farmer from Dunn Rock, Peter is a graduate of Harvard Agribusiness Seminars and the Australian Institute of Company Directors. Peter was

appointed as a GGA Independent Director in September 2018 and to GGA Chair in September 2020. Peter has extensive leadership experience as past Chair of the GRDC Western Panel from 2011-2018, past non-executive Director of Barley Australia, past Western Malting Barley Advisory Committee member and past Chair of South East Premium Wheat Growers Association (SEPWA).

### 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 WA groups – Evergreen Farming and Southern

Dirt. She is a rural industry consultant with Agvivo; a non-executive Director of Meat & Livestock Australia Limited and its subsidiary companies; and manages all facets of the Ag4U Career Pipeline Program. Erin is a graduate of the Australian Institute of Company Directors Program and the Australian Rural Leadership Foundation program. Most recently in 2021, Erin was appointed to the Council for Australia-Arab Relations.

### Independent Director

**Graham Smith**



Graham has a passion for helping farmers improve long-term viability and sustainability through improved research and innovation. He is an experienced chief

executive, having led the Institute of Environmental Science and Research, a state-owned science and technology organisation in New Zealand, Federated Farmers – New Zealand's high-profile farming group – as well as the multi-faceted commercialisation group at the University of South Australia.

## MEMBER DIRECTORS

### Dr Nathan Craig



Nathan Craig is the Executive Officer of West Midlands Group. He has held positions with the South East Prime Livestock Achievers 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 has had an 18-year career in agricultural research with a focus on farming systems. At present, Kelly is a grain producer from Yealering and The Facey

Group Executive Officer.

Kelly holds industry positions – Deputy Chair of the Western Australian Meat Industry Authority, Advisory Committee member of the Biosecurity Council of WA and committee member of the Gene Technology Technical Advisory Committee.

Kelly is a Graduate of the Australian Institute of Company Directors, Research Fellow with Australian

Farm Institute, 2012 Nuffield Scholar and is currently completing a Masters in IP Law

### Debbie Gillam



Debbie Gillam is a grower member of the Mingenew Irwin Group (MIG) and a former MIG project staff member. This hands-on experience ensures

Debbie understands the roles, issues and relevance of grower groups and challenges faced by farmers. She's been involved with local community groups such as the Dongara District High School Board, P&C and Irwin District Charity Ball. She is graduate of the Leadership WA Signature Leaders Program.

### Nicole Batten



Nicole Batten is Director of Batten Farms, Yuna, and a graduate of the Australian Institute of Company Directors. She is a graduate of the

Leadership WA Signature Leaders Program. A passionate advocate for the agricultural industry and sustainable rural communities, she holds a number of board roles including being

a member of the WA Biosecurity Council, Yuna Farm Improvement Group Secretary, Shire of Chapman Valley councillor and Rabobank Client Council Member. Previous roles include Advisory Group member for the National Centre for Farmer Health and former National & WA Chairperson of Rural Edge.

### Chris Reichstein



Chris Reichstein held a number of board and industry roles including being a member of the GGA Strategic Advisory Group, Chair of the Grain Industry

Association of Western Australia (GIWA) wheat council, Grains Research and Development Corporation Regional Cropping Solutions Network member, and executive member of the South Eastern Premium Wheat growers Association (SEPWA) for 15 years. Chris ran a successful farming operation in Esperance and established the Mt Burdett Foundation prior to his passing last July 2021. Chris continued as an active and engaged GGA Board member up until this time.

# OUR AIM, VISION & 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 engage in agricultural RD&E through:

- Training and workshops
- Networking events connecting grower groups with researchers, industry and agtech both locally and nationally
- Serving as an information and connector hub for groups, industry and researchers to drive increased collaboration
- Advocating the impact and importance of grower groups in the agriculture industry and regional WA
- Providing guidance on working with grower groups.

## STRATEGIC PLAN 2020 - 2025

### OUR AIM

GGA aims to shape the WA agricultural industry to grow the national agricultural output to \$100 billion by 2030. Grower groups, working together through the Alliance, are in a unique and potentially catalytic position to drive innovation investment from a ground-up perspective. Groups will be at the forefront of innovation and adoption; shaping the future for the benefit of all WA producers.

### OUR VISION

A producer-led system of agricultural innovation, adoption and collaboration.

#### Build and Extend Innovative Research Development & Extension in WA

1. Develop and implement a producer-led R&D investment model focused on innovation and adoption.
2. Develop business opportunities & broker impactful programs & investment that sustainably increases WA production profitability.
3. Understand R&D priorities and influence selection of projects and their outcomes in WA.

#### Develop the Capacity of the Grower Group Network

4. Support the professional development of grower groups to effectively lead and achieve their groups' objectives.
5. Build a stronger network of grower groups in WA to ensure relevant representation.

#### Connect the Grower Group Network with Industry

6. Engage with industry to explore and develop innovation and adoption opportunities.



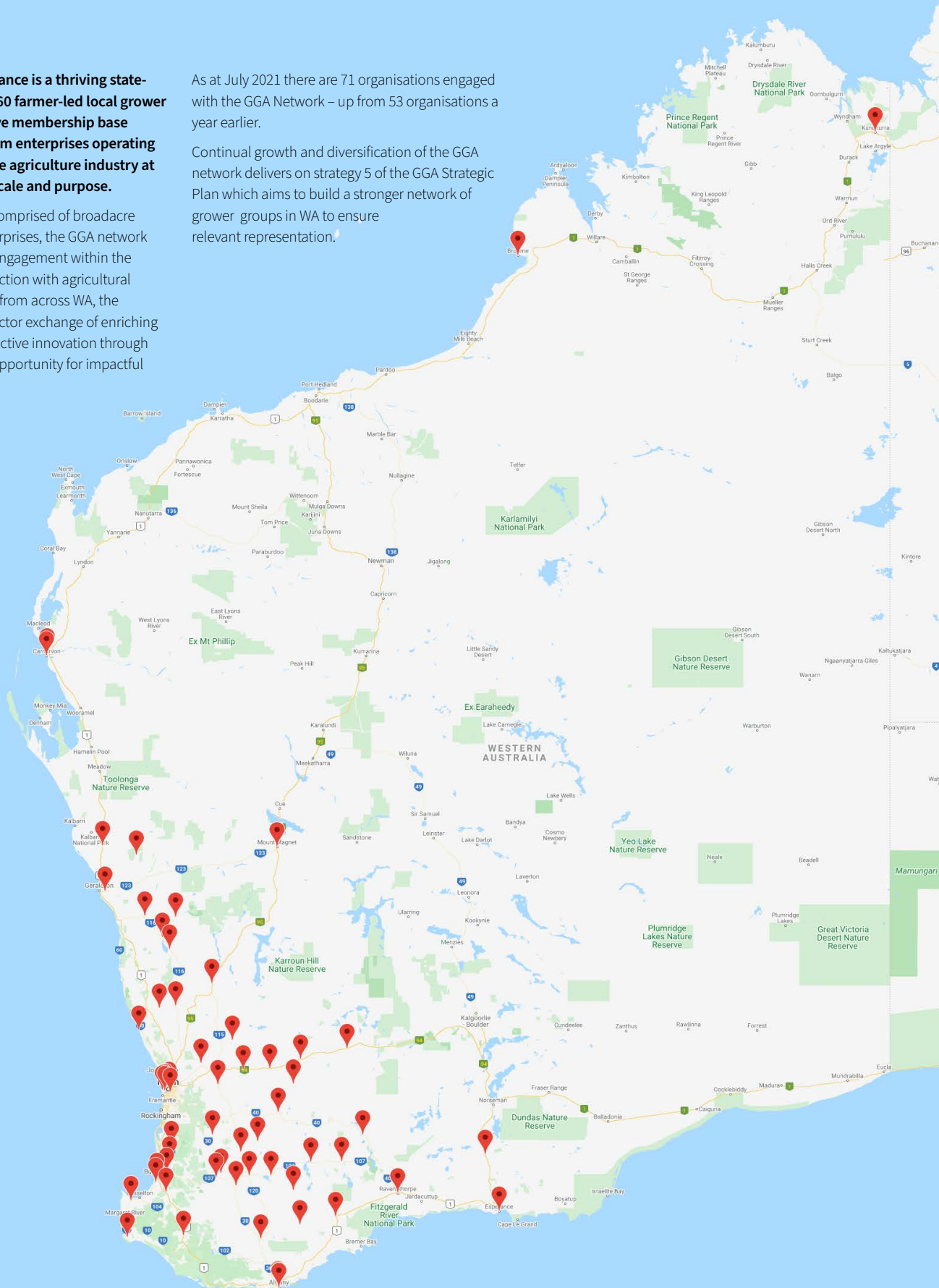
# THE GROWER GROUP NETWORK

**The Grower Group Alliance is a thriving state-wide network of over 60 farmer-led local grower groups with a collective membership base exceeding 4000 WA farm enterprises operating across all sectors of the agriculture industry at all different levels of scale and purpose.**

Although traditionally comprised of broadacre grain and livestock enterprises, the GGA network is constantly evolving. Engagement within the network provides interaction with agricultural leaders and influencers from across WA, the opportunity for cross sector exchange of enriching divergent thinking, collective innovation through inclusive thinking and opportunity for impactful collaborations.

As at July 2021 there are 71 organisations engaged with the GGA Network – up from 53 organisations a year earlier.

Continual growth and diversification of the GGA network delivers on strategy 5 of the GGA Strategic Plan which aims to build a stronger network of grower groups in WA to ensure relevant representation.



# THE GROWER GROUP NETWORK

## GROWER GROUP MEMBERS (VOTING RIGHTS)

Agricultural Women Wheatbelt East (AWWE)  
 Association for Sheep Husbandry Excellence  
 Evaluation & Production Inc (ASHEEP)  
 Certified Organic Biodynamic Western Australia Inc (COBWA)  
 Corrigin Farm Improvement Group  
 Esperance Zone Innovation Group (EZI)  
 Facey Group  
 Far East Agricultural Region (FEAR)  
 Fitzgerald Biosphere Group  
 Gascoyne Catchments Group  
 Gillamii Centre  
 Kimberley Pilbara Cattleman's Association  
 Liebe Group Inc (LIEBE)  
 Lower South West Grower Group  
 Merredin & Districts Farm Improvement Group (MADFIG)  
 Mingenew Irwin Group (MIG)  
 Moora Miling Pasture Improvement Group  
 Morawa Farm Improvement Group  
 Mortlock Ag Focus Group  
 Mullewa Dryland Farmers Initiative  
 Noongar Land Enterprise Group  
 North Stirlings Pallinup Natural Resources  
 Northern Agri Group  
 Nyabing Farm Improvement Group  
 O'Connor Research Group  
 Oil Mallee Association of Australia  
 Ravensthorpe Agricultural Initiative Network (RAIN)  
 South East Premium Wheat Growers Association (SEPWA)  
 Southern Dirt Incorporated  
 Southern Rangelands Pastoral Alliance  
 Stirlings to Coast Farmers  
 Toodyay Agricultural Alliance  
 WA Hemp Growers' Co-op Ltd  
 WA No-Tillage Farming Assoc (WANTFA)  
 West Midlands Group  
 Western Australian Lot Feeders Association  
 Western Beef Assoc Inc  
 Women in Farming Inc  
 Yuna Farm Improvement Group

## ASSOCIATE GROUP MEMBERS (NON-VOTING)

Bruce Rock Land Conservation District Committee  
 Holt Rock Group  
 Jerdacuttup Top Crop and Pasture Improvement Group  
 Kellerberrin Demonstration Group  
 Lakes Grower Group  
 Lakes Information & Farming Technology (LIFT)  
 Living Farm Grower Group  
 Northern Australia Crop Research Alliance Pty Ltd (NACRA)  
 Three Springs Farm Innovation Network (3FIN)

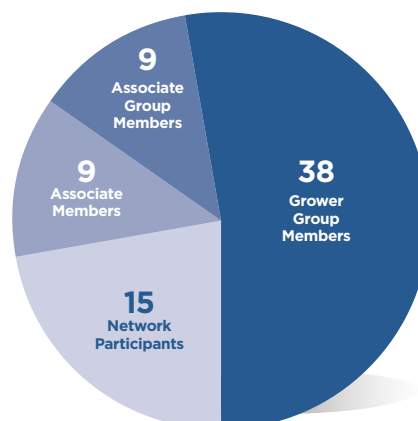
## ASSOCIATE MEMBERS (NON-VOTING)

Agzero 2030  
 Australian Association of Agricultural Consultants (AAAC)  
 Gate 2 Plate Inc.  
 Grain Industry Association of Western Australia Inc (GIWA)  
 Julianne Hill  
 Peel Harvey Biosecurity Group  
 Rural Edge  
 South West Catchments Council  
 Western Australian Livestock Research Council (WALRC)

## NETWORK PARTICIPANTS (NON-MEMBERS)

Bugs & Biology  
 Carnamah Land Conservation District Committee  
 Compass Agricultural Alliance  
 Dumbleyung Land Conservation District Committee  
 East Wagin Top Crop Group  
 Evergreen Farming  
 Gascoyne Food Council Inc  
 Munglinup Local Farmer Group  
 Neridup Soil Conservation Group  
 North Mallee Farm Improvement Group  
 Society of Precision Agriculture Australia (SPAA)  
 Southern Forests Community Landcare Inc  
 The Sheeps Back  
 Wandering Productivity Group  
 Wheatbelt Integrity Group (WIG)

### GGA NETWORK COMPOSITION



#### The GGA Network comprises:

- 38** Grower Group Members - incorporated NFP Grower Groups. This class of membership holds exclusive voting rights.
- 9** Associate Group Members - Grower Groups either not incorporated or "for profit" Grower Groups. No voting rights.
- 9** Associate Members - Non Grower Group organisations or individuals that have strategic alliances or dealings with GGA. No voting rights.
- 15** Network Participants - either onboarding Grower Group members, or informal groups with a relationship to GGA prior to GGA incorporation. No voting rights.

# GGA MANAGEMENT

## GGA EMPLOYED STAFF

### Interim Chief Executive Officer *Niki Curtis*



Niki Curtis joined GGA in September 2020 as Interim CEO following nine years as Executive Officer

for South East Premium Wheat Growers' Association (SEPWA). Niki has been in the agricultural industry for most of her career.

Prior to SEPWA, Niki served as Executive Officer for Farmsafe WA and Communications Officer for the Department of Agriculture in Esperance.

Born and bred in Esperance on a cattle farm, her career foundations were in journalism at the Countryman then moving to WA Newspapers.

Niki graduated from the Australian Institute of Company Directors (AICD) program in 2019 and the Leadership Western Australia Signature program in 2018.

### Chief Executive Officer *Annabelle Bushell*



Annabelle joined GGA in February 2017 and steered the organisation through becoming an incorporated entity

and a watershed collaboration agreement with the Department of Primary Industries and Regional Development (DPIRD).

Her passion for rural and regional communities has its origins from growing up on her family's farm in the Avon Valley.

During her career she has worked with pastoralists and land managers, researchers, growers and natural resource management professionals. Annabelle specialises in innovating community, industry and government partnerships.

From November 2020 Annabelle took parental leave, returning in July 2021 as Business Development Manager within the Hub Team.

### Stakeholder and Communications Manager *Kallista Bolton*



Kallista joined GGA in March 2020 bringing experience in marketing, stakeholder management and

commercial enterprise. Kallista has a Bachelor of Business (Marketing major) from University of Technology, Sydney combined with studies from Cambridge University Institute for Sustainability Leadership in High Impact Leadership (2020) and Communicating for Influence and Impact (2021). Kallista is currently completing a Graduate Certificate in Regenerative Agriculture from Southern Cross University. Prior to GGA, Kallista had three-and-a-half years with Elders Narrogin and ran her own commercial olive oil enterprise in Crossman for 11 years. Earlier Kallista had a decade in WA tourism with leadership roles in domestic and international marketing.

### Grains R,D&E Communications Manager *Amber Atkinson*



Amber joined GGA in August 2021 and brings more than 10 years' experience in agricultural communications.

Amber has a Bachelor of Communications, (Journalism major), from Edith Cowan University. She held senior roles with Farm Weekly newspaper, Farming Ahead magazine, WA Grower magazine among others. Prior to GGA, Amber was Communications and Policy Officer at vegetablesWA. In this role she was responsible for delivering communications across a wide range of issues, including water, labour, biosecurity, research and development. Amber has a strong digital marketing background since 2016 has run her own digital marketing agency, specialising in tourism website development and regional event marketing.

## DPIRD ASSIGNED STAFF

### Program Broker *Mark Holland*



Mark joined GGA in January 2020. Mark has an MBA and brings strong governance and project management

skills, particularly in new program development and administration.

Mark has worked with many groups through his various roles with DPIRD/DAFWA over a 35-year period including, prior to GGA, directing the Agribusiness Innovation Fund, which included the Grower Group Grants Program.

Mark founded DAFWA's AGWEST Plant Laboratories business unit, and managed it for over 14 years. This involved delivery of the State's high risk plant import quarantine, plant disease diagnostics and seed testing services, seed certification and seed potato health services. Mark was the inaugural Registrar of the Industrial Hemp Act 2004 and Officer in Charge of the Seeds Act 1981, until 2010.

### Program Broker *Tanya Kilminster*



Hailing from Merredin's DPIRD office, Tanya has nearly 20 years of experience in systems research and

development specifically focused on sheep production, management and their role in the farming system. She is a supporter of grower groups and their place in the agricultural ecosystem and has unique insights due to three years as a Merredin and Districts Farm Improvement Group (MADFIG) board member. Throughout her career she has worked closely with several grower groups to develop and implement projects. Managing a mixed enterprise broadacre farm with her husband at Bruce Rock and holding a BScHons from UWA, Tanya comes to GGA with a passion to work with grower groups to assist with development and delivery of locally relevant R, D & A. From August 2021, Tanya will join the Hub Team as Knowledge Broker.

### Engagement & Innovation Officer *Michelle Condy*



Michelle has spent her career working in a wide range of marine sciences including aquaculture,

biofouling, marine geophysics, molecular biology, and aquatic disease. Michelle has a Marine Biology degree and completed her Honours research with a participatory research project with Kenyan fishers. Prior to GGA, Michelle moved to the South West to take up a Community Education Officer position with the Department of Fisheries.

Sidestepping into agriculture, Michelle works closely with GGA Program Brokers and its members to develop projects and opportunities for the Grower Group Alliance network. Michelle is a passionate collaborator and believes it is an essential component of innovative research.

### Finance and Admin Manager *Alison Maughan*



Alison launched her career in a role at the ATO while studying her Bachelor of Business with a major in

accounting. After an extensive tenure with the ATO, Alison migrated away from the corporate business sector and into the world of not-for-profits at the Small Business Centre Bunbury-Wellington. She spent two years advising small business operators before moving up the ranks to Manager of the Centre. She worked briefly as an administration and project manager for a Land Surveying Company. Her versatility and a passion for regional and rural work was ultimately what saw her commence a role with DPIRD in 2018. Alison joins the GGA team with a consortium of accounting, finance and administration knowledge to add to the business.





# CAPACITY BUILDING

The GGA Capacity Building program delivers on strategies 4 and 6 of the GGA Strategic Plan. It supports the professional development of grower groups to effectively lead and achieve their objectives whilst providing engagement with industry to explore innovation and adoption opportunities. The Capacity Building program and GGA Communications are managed by Stakeholder & Communications Manager, Kallista Bolton.



## Annual Forum

In the light of Covid-19 disruptions, the 2020 GGA Annual Forum was delivered in August 2020 in a totally online format exclusive to grower groups. The program of eight information sessions was well attended by over 96 delegates over a one-and-a-half day long event.

In 2021, the 18th Annual Forum returned to a face-to-face format, open to the wider industry and was held in July in Perth at the Aloft Hotel. Well attended by over 140 delegates (around double the pre-Covid-19 scale of the Forum) the program featured an inaugural networking Cocktail Party the evening prior to the full day conference event which featured 10 information sessions. Forum '21 was opened by special guest the Hon Alannah MacTiernan MLC, Minister for Regional Development; Agriculture and Food; Hydrogen Industry.

CBH Group returned as a sponsor for Forum'21, and Rural Bank and ProcessWorx also came onboard as sponsors.



## CBH Growing Leaders Scholarship

In its fifth year of operation and sponsored by the CBH Group, the aim of the Growing Leaders Scholarship is to build a pool of growers ready to take on leadership positions in the grains industry. The program places up to two scholars into the Leadership WA 10-month Signature Leadership Program which is valued at \$15,500 per

participant. GGA's role in the program is to run the promotional campaign to attract applicants and maintain awareness for the program. For the 2021 program, one applicant, Lucy Hall, was awarded the scholarship, making her the eighth scholar to be put through the program. At time of this report, seven applications have been made for the 2022 Scholarship.



## Governance Training

Governance training remains a staple within the GGA Capacity Building program given the continual need of groups to support new committee members onboarding annually.

The governance training program is heavily sponsored by the CBH Group as it aligns with the objectives of their community investment program.

Two face-to-face workshops were delivered in June 2021 in Perth and Esperance and were well attended by a combined total of over 40 delegates. Two extra Covid-19-proof governance training options were also introduced in 2021; a six-episode podcast and an online, six-module e-course.

The self-paced e-course has proved a very popular way to consume governance training, being over subscribed with 55 delegates. As of mid-August, the "Lets talk Governance" podcast had over 300 downloads which shows appetite for on demand, accessible governance guidance is high.



## National Ag Extension Skills Program

18 WA delegates participated in this new national capacity building initiative aimed at enhancing extension delivery skills. Delivered in online and face-to-face modules, the nine-month program started in February and concludes in October 2021. Whilst aimed at grower groups, available places were filled by the wider industry. 16 of the WA delegates were from grower groups. WA has the highest contingent of any state nationally in this first year of the multi-year program.



## Diploma of Project Management

24 delegates from grower groups and industry participated in an accredited Diploma of Project Management course which was aimed at improving the skills of research project managers or staff running events. The course was comprised of two components – a three-day immersion learning component held at the Muresk Institute, Northam, and was followed up with an eight-week practical assignment to complete the assessment process.



## Benchmark & Build Consultant

The Benchmark and Build program aims to establish baseline data to measure the functionality, systems, processes, governance and development needs of grower groups in WA.

The program has been in pilot testing and development during March-August 2021 ahead of wider engagement with the full GGA Network in 2022 or earlier if ready.

A digital diagnostic tool for benchmarking is being developed which captures metrics around grower groups operations and their skills development needs. Once refined, the tool will be housed in the closed member section of the GGA website and available for all GGA Network Members to use.

## Capacity Building Consultation Process

During September 2021, GGA will release an annual consultation survey to the GGA Network of 71 stakeholders seeking priorities for training to design the 2022 Capacity Building program. The survey will also seek feedback on GGA communication methods to identify any adjustments needed to maintain engagement. The 2020 survey elicited a response from 50% of the Network and we aim to grow to 60% in 2021.

# CAPACITY BUILDING



## Good to Great Public Speaking Workshop

Delivered on 20 August, 2021, in Perth to 23 delegates from both the GGA Network and industry, the workshop aimed to develop the public speaking skills of those in the spotlight such as chairpersons, executive officers, project officers etc. Improved public speaking capacity for these stakeholders is key to supporting improved impact, influence and engagement of the groups that participate.



## Strategic Plan Subsidy

In 2021, the GGA supported capacity building of groups with a 75% subsidy for a professional consultant to update or prepare a new strategic plan for their organisation. A current strategic plan supports groups to hone their focus and activities for the year, building engagement with and delivering relevant value to their stakeholders. In total, 12 GGA Member grower groups opted into the subsidy pre-June 30.



## Workshop & Conference Subsidies

GGA provided support to grower groups to build capacity and extend their professional networks through subsidised attendance at a number of workshops and conferences during the year. Two delegates opted into a \$150 subsidy to attend the AAAC Conference in November 2020, nine opted into a \$150 subsidy to attend the Rural Edge conference in March 2021 and three attendees opted into a \$488 subsidy to participate in a Partnerships course in May -June 2021.

# COMMUNICATIONS & MEMBER RESOURCES



## Network Breakfast

GGA hosted a network update breakfast in Perth in February 2021. Attended by more than 60 delegates from grower groups, the GGA Board and other GGA stakeholders, this event was an opportunity to share the latest GGA developments. An overview of the GGA 2020-2025 Strategic Plan was shared, as was an outline of 2021 capacity building activities and progress on brokered project activity.

## Grower Group Toolkit Volume 4

The Grower Group Toolkit was updated with a Volume 4 released in March 2021. Accessible as a 23-page digital booklet via the GGA, it contains a wealth of knowledge compiled by GGA to support newly forming groups, established groups, new staff or committee members.



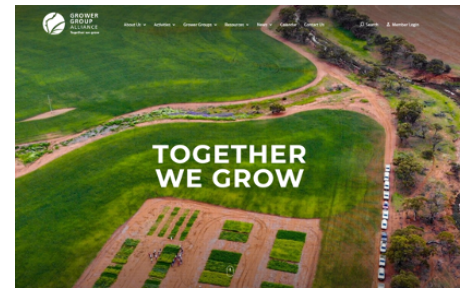
## Newswire Newsletter & Calendar

Subscriptions to GGA have almost doubled in a year, with subscriptions as of mid-August at 1157 compared with 681 last year.

From January 2021, GGA's fortnightly ag industry events Calendar and newsletter Newswire were streamlined into one digital communication piece on a fortnightly release. The purpose of this was to cycle Newswire on shorter news reporting periods but to reduce the volume of emails into subscribers inboxes from three to two per month.

## Social Media

GGA uses Twitter and LinkedIn as its two chosen social media channels. As at Aug 2021, the GGA Twitter account had 3484 followers (up 10% from 3169 the previous year) and LinkedIn had 580 (305% growth from 190 the previous year). Posts profile GGA's activities, resources, network events, farming resources, leadership and innovation-centric content.



## Website

Visits to the GGA website are about 1500 single users and 4000 page views a month. In April 2021, GGA launched a new website providing an improved user experience with enhanced access to information about GGA capacity building events and collaborative brokered programs.

The site showcases GGA Network groups with a live map featuring location pins. Links to the suite of member resources are available and a preview of the calendar of events is embedded on the home page.

Launching during late 2021 will be a closed member-only login section which houses extra resources including HR package, member bio updating and the new benchmark and build diagnostic tool.

# BROKERED PROGRAMS

The GGA Brokered Programs deliver on strategies 2 and 6 of the GGA Strategic Plan. GGA is collaborating on delivery of R,D & E brokered programs valued to WA at cash and in kind \$28.9m of which the Drought Hub project comprises approximately \$20m (\$8m cash, \$12m pledged in kind).

The GGA Brokered Programs work is managed by the Brokering team comprising Mark Holland, Tanya Kilminster and Michelle Condy.



## Hands-on Precision Agriculture Training

GGA has acted as the WA co-ordinators working with nine grower groups to provide 18 workshops in 2021 as part of the Hands-On Precision Agriculture Training Program which is a national, GRDC-invested project.

Driven by issues raised by growers in a national survey, the first series of workshops provided an introduction to Precision Agriculture (PA), allowing growers to understand if PA is the right tool for their business and to develop an implementation plan.

Based upon feedback, the second series of workshops was designed to bring machinery dealers, software providers and local PA experts into the room to provide one-on-one training using PA tools growers have access to. In addition to connecting growers with local ongoing PA support, the workshops have provided an opportunity for industry to develop by connecting with growers to better understand their needs and challenges. GGA, collaborating grower groups, workshop facilitators, and industry agree additional ongoing support is needed and are working together to develop new initiatives to continue to support the adoption of Precision Agriculture within WA.

**Value:** National project \$775,000 with 25% WA component approx. \$195,500.

**Partners:** SPAA, Birchip Cropping Group (Vic), FarmLink Research (NSW), Rural Directions (SA), YFIG, WMG, The Liebe Group, Facey Group, CFG, MIG, Southern Dirt, FGB, LIFT, WIF Ongerup, Bruce Rock LCDC, GRDC.



## Frost, now and in the future

GGA is collaborating with grower groups, Department of Primary Industries and Regional Development (DPIRD) and consultants on this GRDC-invested project to extend and apply outcomes of previous frost research and development (R&D) investments plus share and build knowledge to inform grower and advisor decisions relative to event responses. A priority is growers inexperienced with frost and underprepared to manage the effects on their profitability.

**Value:** WA component approx. \$210,000.

**Partners:** GRDC, DPIRD, Tarwonga Pty Ltd, (Combined Garren Knell/ConsultAG), Combined Agronomic Service, Facey Group, FBG, STC, MADFIG, SEPWA, LIFT, Holt Rock Group, Southern Dirt.



## Best Practice Grain Storage Management

GGA will be offering training workshops on grain storage. Ben White, GRDC grain storage project partner in WA and agricultural engineer at the Kondinin Group, will be delivering the workshops and offering advice on grain storage. Groups can request talks and demonstrations at spring field days and harvest reviews, or a tailored workshop with group members. Content could cover advice on grain storage hygiene, temporary storage, bags or bunkers, to help growers maximise grain quality retention and seed germination.

**Value:** Total project \$2m

**Partners:** GRDC, Primary Business, Kondinin Group.



## Soilborne Pathogens in Winter Cereals

This national GRDC-invested extension project is delivering a series of six interactive grower/adviser workshops (2021) about soilborne cereal diseases and their identification and management, aligned with farmer-scale demonstration trials (2021) of practical management options. This will be followed by over-sowing the site with a single cereal crop (2022) to assess the treatment impact the following season.

Soilborne diseases remain an important constraint to grain crop production in Australia, estimated to cost grain growers more than \$370 million each year. Any pathogen that affects the roots ultimately limits the uptake of water and nutrients and is, therefore, an important contributor to the yield gap. Despite the significance of the issue, diagnosing plant diseases and particularly soilborne pathogens can be difficult. Growers rely mostly on above-ground symptoms, which is problematic due to diseases being hard to distinguish from each other and from other crop issues, and the change in farming practice to early sowing minimising in-season expression.

In WA the project works closely with DPIRD plant pathologists and diagnosticians to deliver workshops and co-design demonstration plots, and involves six collaborating grower groups and host growers.

**Value:** National project \$782,000 with WA component approx. \$235,000.

**Partners:** FarmLink Research (NSW), Birchip Cropping Group (Vic), DPIRD plant pathology, West Midland Group, The Liebe Group, MADFIG, SEPWA, Southern Dirt, Stirlings to Coast.

## BROKERED PROGRAMS METRICS (EXCLUDES DROUGHT HUB)

**\$8.8m**

Cash and in-kind value of projects (excluding SW WA Drought Hub)

**\$880,000**

Direct value to GGA network

**30+**

Grower Group involvements so far in the contracted projects

**60+**

Entity partners including a CRC, Universities, interstate and WA grower groups, agribusiness, DPIRD, state government depts.

# BROKERED PROGRAMS



## WA Farm Data Sharing

Working with the Farming Systems bioeconomic modelling and eConnect teams from DPIRD, GGA has jointly developed the WA Farm Data Sharing project, with support from Curtin University and investment from the Food Agility CRC. This collaborative research project will help growers make more sophisticated investment decisions using their own data by developing a self-service web-based productivity reporting tool.

Making timely and accurate decisions in the challenging WA farming environment is critical to long-term viability of businesses. Data-supported decision making remains a complex and time-consuming process with farm managers often required to gather information from siloed data sources and then manually incorporate research, technology, and whole farm knowledge to reach a decision.

Automating the flow of on-farm data and providing accurate prediction models would minimise mistakes, reduce risks, improve resource use and efficiency across the business and provide more certainty for farmers in a constantly changing environment.

The project will build a data exchange system and model using liming strategies as a test case. The framework can be used as the basis for other whole-farm models that can be used to inform decisions such as machinery purchases, infrastructure investments, agtech integration and genetics.

In addition to helping farmers make more confident decisions, these reports can also be presented to banks or insurers to increase the confidence in loans, negotiate improved interest rates or offer more realistic valuations of farmland.

Throughout the project, the project team will regularly engage with WA farmers to validate the model, as well as software and technology companies to test market viability.

**Value:** Total project \$2.3m.

**Partners:** DPIRD, Food Agility CRC, Curtin University.



## Australian Agrifood Data Exchange

An MLA-led initiative, GGA will contribute to the newly formed Australian Agrifood Data Exchange project which envisions an interconnected data highway for Australia's Agrifood value chain.

The Australian Agrifood Data Exchange seeks to provide a digital platform that enables permissioned exchange of data between value chain partners and timely access to information to support decision making.

It will release management capacity, enable standardisation and consistency of industry data assets, the capacity to adapt incorporating new use cases for data exchange that demonstrate value and support resilience for value chain participants. It will also increase transparency of industry data to support multiple use cases and be a mechanism to connect disparate data sources.

The five tiers of project participants include Federal and State government research organisations, universities, co-operative research centres, research and development corporations and grower representation.

After Phase 1 of this ambitious project in which GGA had a strong role in representing WA growers to target the priority use cases to further investigate, GGA has committed to Phase 2 and 3. GGA will contribute in-kind support via the GGA team and grower group involvement in a working group investigating voluntary benchmarking for comparisons and decisions. Commencing in August 2021, WA will be a key player in the grains industry benchmarking to identify gaps and opportunities for improved performance.

**Value:** National project \$3.9m with WA component approx. \$1.2m.

**Partners:** Department of Agriculture, Water and Environment, Department of Primary Industries and Regional Development, NSW Department of Primary Industries, Agriculture Victoria, Charles Sturt University, CRDC, FIAL, MLA, AWI, CSIRO, FRDC, APPF.



## Grains R,D&E Communication

In August 2021, GGA engaged a Research, Development and Extension Manager, Amber Atkinson, to ensure key research outcomes in the area of grains are being effectively communicated. In collaboration with the DPIRD, this project seeks to improve internal and external communications around key grain projects in WA. These include crop science and grain production, soil science and crop nutrition, crop protection, and crop genetic improvement. Central to this project is the development of a communications plan, outlining strategy and implementation.

**Value:** \$320,000.

**Partner:** DPIRD



## SheepLinks FEED365

GGA is collaborating with the DPIRD on the FEED365 Project, co-funded by DPIRD and MLA. FEED365 aims to re-design livestock forage systems for grazing all-year round in Mediterranean environments, to minimise supplementary feeding. The focus is sheep grazing systems in Southwest WA that are challenged by climate change with increasingly hotter, drier and more variable seasons.

A range of novel pasture and feedbase options will be evaluated in species mixtures under grazing, particularly to target key seasonal feed gaps, before the growing season and at the end of the growing season.

The research will initially commence at the DPIRD Katanning Research Facility and then be expanded to involve grower groups in a participatory research process including on-farm demonstration sites.

**Value:** Total project \$1.37m.

**Partners:** MLA, DPIRD.

# BROKERED PROGRAMS



## South-West WA Drought Resilience Adoption and Innovation Hub

The South-West WA Drought Resilience Adoption and Innovation Hub (SW WA Hub) is set to improve the drought resilience and preparedness of local farmers and regional communities.

It is led by the GGA, which in 2021 was awarded an \$8 million Australian Government investment to lead the Hub until at least 2024.

SW WA Hub partners, which are providing cash and in-kind co-contributions, include universities, the Department of Primary Industries and Regional Development (DPIRD), CSIRO, Bureau of Meteorology, State Government, indigenous and natural resource

management (NRM) groups, agribusiness, funding organisations, community and producer groups.

The SW WA Hub is one of eight Hubs established around the country through the Australian Government's \$5 billion Future Drought Fund.

These Hubs are the centrepiece of the Australian Government's Future Drought Fund Research and Adoption Program aimed at building drought preparedness.

The SW WA Hub will provide networks for researchers, farmers, communities, First Nations people and other stakeholders to work together to enhance drought resilient practices.

This will better position WA in the global agricultural innovation landscape.

This focus on collaboration will make agricultural research impactful and accessible, increasing innovation and commercialisation opportunities.

The Hub will utilise and leverage the power of the GGA 'hub and spoke' model to facilitate greater innovation from 'the ground up'. The GGA is the only non-university lead out of all eight hubs across Australia.

The SW WA Hub includes the southern agricultural growing region of WA, and its key industries include grain, sheep, beef, dairy, viticulture and horticulture.

The key Hub location is at the DPIRD Merredin Dryland Research Institute and Hub nodes are at Carnarvon, Geraldton, Northam, Bunbury, Manjimup, Albany, Katanning and Esperance.

Agro-ecological regions covered include the Grainbelt; South-West & Perth; Mid-West & Gascoyne Coastal; and Southern Rangelands.

The SW WA Hub team is looking forward to working with all partners and stakeholders, including grower groups, to make the Hub and its objectives a success.



**Australian Government**  
Department of Agriculture,  
Water and the Environment



**Future  
Drought  
Fund**

**This project received funding from the Australian Government's Future Drought Fund.**

## HUB OPERATIONS TEAM

### Hub Director

**Tom Davidson**



Tom joined GGA in August 2021 to lead the South-West WA Drought Resilience Adoption and

Innovation Hub, bringing experience in strategy, innovation and commercial management.

Tom's previous role was as Head of Strategy & Digital at Elders Ltd. in a national role where he was responsible for strategic planning, corporate development and Elders' customer facing digital assets.

Prior to his role at Elders', Tom has gained extensive strategy, innovation and commercialisation experience from running his own management consulting business and roles with PwC, Strategy& (Booz & Co) and iiNet Limited.

Tom holds a Bachelor of Laws (Hons) and Bachelor of Commerce from Deakin University.

### Knowledge Broker

**Tanya Kilminster**



From mid-August 2021, Tanya Kilminster moved into the Hub team as Knowledge Broker.

Full bio page 6.

### Business Development Manager

**Annabelle Bushell**



From July 2021, Annabelle joined the Hub team as Business Development

Manager. Full bio page 6.

### Hub Project Manager

**Kellie-Jane Pritchard**



Brought up on a sheep and wheat farm in Narrogin, Kellie-Jane started with the WA

Department of Agriculture in 1989 and was involved in a number of innovative projects.

She then joined AGWEST International, a departmental agency that took WA agriculture expertise to the world, and went on to manage AGWEST. Kellie-Jane also served as the WA Government's Regional Director in Indonesia, focused on building sustainable trade relationships.

Most recently, Kellie-Jane has been working in New Zealand as project manager on a number of Foreign Aid and Development projects in the Pacific, funded by the NZ and Australian Governments.

### Hub Stakeholder and Communications Manager

**Natalie Lee**



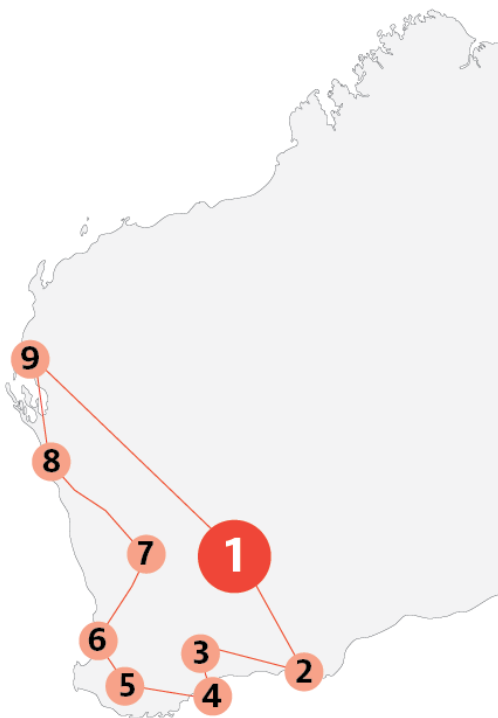
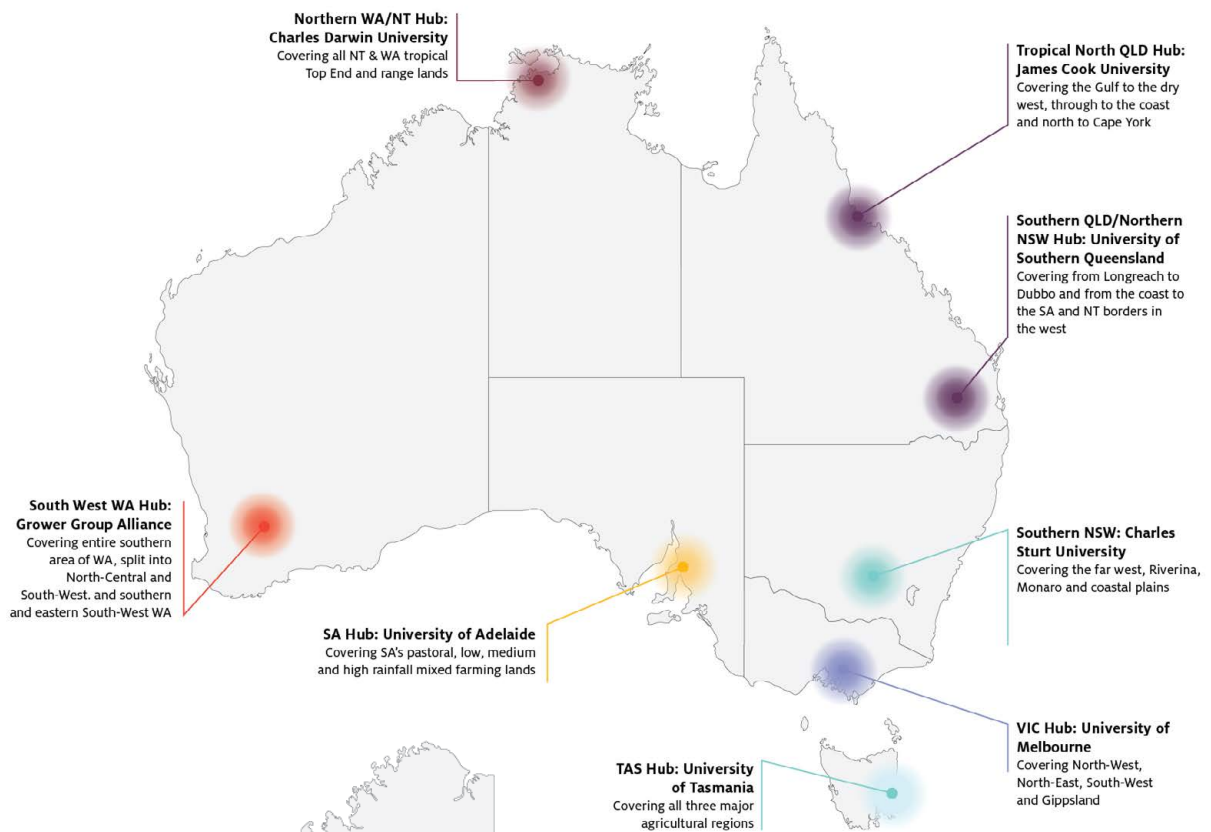
Natalie is a seasoned communications professional with a strong understanding of

the agricultural sector and regional communities.

Prior to joining the GGA, Natalie was responsible for Grains Research and Development Corporation's (GRDC) western region communications for more than 11 years - most recently with the GRDC and formerly with Cox Inall Communications.

The first nine years of her career were spent as a journalist with the West Australian Newspapers Limited group. She is a partner in her family's farming business at Kukerin.

# BROKERED PROGRAMS



- 1 South-West WA Hub**  
Merredin Dryland Research Institute
- 2 Esperance node**
- 3 Katanning node**  
Katanning Research Station
- 4 Albany node**
- 5 Manjimup node**  
Manjimup research Station
- 6 Bunbury node**
- 7 Northam node**  
Northam Research Station
- 8 Geraldton node**
- 9 Carnarvon node**  
Carnarvon Research Station

## SW WA DROUGHT RESILIENCE ADOPTION AND INNOVATION HUB

**\$8m**

Value of the Australian Government's Future Drought Fund contribution to the SW WA Hub for 2021-24

**52**

Financial Consortia Partners

**35+**

Additional Stakeholders monitoring the Hub to support collaborative activities

# GGA STRATEGIC PARTNERSHIPS

## DPIRD - GGA COLLABORATION AGREEMENT



We are now two years into the first four-year term of the DPIRD and GGA collaboration. The agreement has provided immense opportunities already for grower groups and their extended farmer-driven networks.

By capitalising on DPIRD's research capability, the investment will continue to focus on lifting investment further into on-ground innovation and adoption practices that will lead to practice change for the benefit of WA agriculture.

Negotiations are now underway to extend the agreement for a further two years.

The WA grower group network is highly valued by DPIRD and broader industry to objectively test and validate latest research and technologies on farm and the agreement provides stronger links between grower groups, their members, research providers and agribusiness.

## STRENGTH IN COLLABORATION

### COLLABORATION FOCUS AREAS:

#### Network projects

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

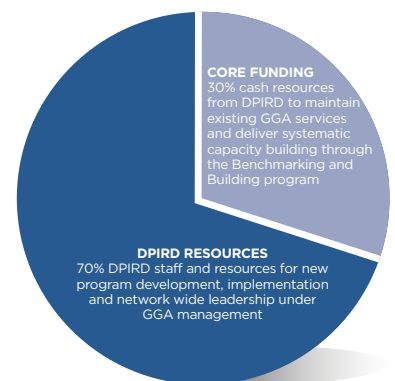
#### Technology and innovation

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 the 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



CBH Group has been a major cash sponsor of GGA for five years, with 2022 marking the sixth year of two consecutive three-year sponsorship packages. CBH Group funds are used specifically to develop leadership, deliver capacity building and provide governance training via three projects:

1. Provision of the Growing Leaders Scholarship where two scholars participate in the renowned 10-month Signature Leaders program through Leadership WA
2. Support for GGA Annual Forum
3. Support for delivery of a governance training program which includes two governance workshops, and added in 2021 the Lets Talk Governance Podcast and new Governance e-Course.



Farm Weekly commenced Media Partner sponsorship support with GGA in late 2020. Farm Weekly provides a full colour, double page GGA feature in its newspaper each quarter. Aims of the feature are to drive engagement with the WA grower group network, inform the agricultural community of current opportunities and support via GGA activities and provide relevant updates on the DPIRD-GGA Collaboration.



ProcessWorx entered into a sponsorship agreement with GGA in July 2021. Over one year ProcessWorx will provide HR and safety guidance to the grower group Network from late 2021, through the closed member only section of the GGA website as well as ongoing selected issues of Newswire.



Rural Bank contributed sponsorship support for GGA Forum'21 which provides capacity building and network building opportunities for the network and wider agricultural industry. Funds were utilised towards delivering both the opening Gala Cocktail Party networking event as well as the Friday Conference Program which included 10 guest speakers and a business luncheon.





# GGA TIMELINE

Established in 2002 to develop the capacity of groups and stronger connections between Western Australian grower groups, researchers, funding bodies and industry, today the GGA is a thriving state-wide network of over 60 local grower groups with a collective membership exceeding 4000 farm enterprises.

GGA wins SW WA Drought Resilience Adoption and Innovation Hub in April, and GGA team expands by a further five staff to manage the project. GGA moves offices from South Perth to Nash St in Perth CBD in line with whole DPIRD move. CEO change and core GGA team expansion second half of 2021. By the end of 2021 more than \$28.9m in Brokered Programs are underway and Capacity Building program is delivering over a dozen professional development activities.

2021

2020

In the first half of 2020, team expands with all DPIRD Collaboration-assigned staff in place. Program Brokering and Capacity Building Program gain momentum despite COVID-19 interruption. CEO and Chair changes. First half of 2020 team expands with all DPIRD Collaboration assigned staff in changes

2019

In early 2019, GGA begins developing a collaboration agreement with DPIRD. On 10 May 2019, DPIRD-GGA \$4.38m Collaboration Agreement signed. Second half of 2019 spent establishing administration, procedures, offices and recruiting.

2014 –  
2018

GGA was supported by DPIRD through Royalties for Regions and hosted by Grain Industry Association of WA. In 2018, the grower group network endorsed the GGA's incorporation to a membership effective from June 2018.

2002 –  
2013

GGA was funded by the Grains Research and Development Corporation (GRDC) and hosted at The University of WA until 2013.

Photo: Courtesy of West Midlands Group

**PROFIT AND LOSS STATEMENT**

FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
<b>Income</b>		
<b>Activity and Event Income</b>		
Sponsorships	43,500	9,000
Ticket Sales	38,888	5,726
Transfer of GGA Funds from GIWA	-	76,307
<b>Total Activity and Event Income</b>	<b>82,388</b>	<b>91,033</b>
<b>Direct Income</b>		
Direct - Applied R,D & E	90,000	-
<b>Total Direct Income</b>	<b>90,000</b>	<b>-</b>
<b>In-Direct Income</b>		
Indirect - Applied R,D & E	165,825	4,500
Benchmark & Build	3,000	4,000
<b>Total In-Direct Income</b>	<b>168,825</b>	<b>8,500</b>
<b>DPIRD Support</b>		
DPIRD Funding - Annual (Cash)	349,828	307,527
DPIRD In-Kind (Non Cash - Rent & Utilities)	31,800	-
DPIRD In-Kind (Non Cash - Wages)	355,350	-
DPIRD In-Kind (Non Cash Support Services)	14,586	223,441
DPIRD In-Kind (Oncosts for Non Cash Wages)	105,042	-
DPIRD Reimbursement (Cash Support Services)	288,237	29,820
<b>Total DPIRD Support</b>	<b>1,144,844</b>	<b>560,788</b>
<b>Other Income</b>		
ATO - Cash Flow Boost (CFB)	17,078	39,234
Parental Leave Funds	13,570	-
Interest Income	10	-
<b>Total Other Income</b>	<b>30,658</b>	<b>39,234</b>
<b>Total Income</b>	<b>1,516,714</b>	<b>699,555</b>
<b>Gross Surplus</b>	<b>1,516,714</b>	<b>699,555</b>
<b>Expenditure</b>		
<b>Activity and Event Costs</b>		
Activity & Event Advertising & Promotion	3,830	9,993
Activity & Event Contract Costs - Other	138,739	3,472
Activity & Event Travel & Accommodation Costs	7,926	-
Activity & Event Venue Hire & Catering	18,848	7,489
Activity and Event Miscellaneous Expense	1,359	-
Sub Contractors	12,176	-
<b>Total Activity and Event Costs</b>	<b>182,877</b>	<b>20,954</b>
<b>Direct Expenses</b>		

**PROFIT AND LOSS STATEMENT**

FOR THE YEAR ENDED 30 JUNE 2021

2021 2020

Direct Expenses Contract costs - Other	3,000	-
Direct Expenses Contract costs - Technical	71,800	-
Direct Expenses Event Costs	865	-
Direct Expenses Travel Costs	2,418	-
<b>Total Direct Expenses</b>	<b>78,083</b>	<b>-</b>

**In-Direct Expenses**

In-Direct Expenses Contract costs - Other	6,000	2,500
In-Direct Expenses Contract costs - Technical	76,300	-
In-Direct Expenses Project Communication costs	15	-
In-Direct Expenses Travel Costs	2,877	-
<b>Total In-Direct Expenses</b>	<b>85,192</b>	<b>2,500</b>

**Board & Committees**

Board Contract Services (Strategy, Professional Development)	2,180	6,080
Board Meetings (Chair Honorarium, Meeting Costs, Catering and Meeting Reimbursements)	36,635	27,838
Board Project Travel & Accommodation (Partnership Meetings)	-	1,213
Board Superannuation	2,151	2,035
Interest paid	58	-
<b>Total Board &amp; Committees</b>	<b>41,024</b>	<b>37,165</b>

**Employment/ Staffing Costs**

Annual Leave Provision	9,301	7,154
PD & Conferences & Seminars	2,400	-
Staff Expense	7,103	3,114
Superannuation - Employees	24,095	19,159
Travelling Expenses	1,400	7,785
Wages - Employees	268,879	202,270
<b>Total Employment/ Staffing Costs</b>	<b>313,177</b>	<b>239,482</b>

**Administrative Expenses**

Accountancy Fees	5,888	6,268
Advertising & Promotion	2,137	-
Audit Fees	1,565	-
Bank and Credit Card Charges	298	458
Bookkeeping Fees	662	1,234
Insurance	4,305	43
Legal Expenses	1,660	827
<b>Total Administrative Expenses</b>	<b>16,516</b>	<b>8,830</b>

**Motor Vehicle Expenses**

Cleaning	73	-
Fuel & Oil	256	-
Parking	178	-
Other Motor Vehicle Expenses	-	20
<b>Total Motor Vehicle Expenses</b>	<b>506</b>	<b>20</b>

**Office Costs**

Computer Software & Support & Website	17,229	-
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**PROFIT AND LOSS STATEMENT**

FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
Photocopying & Printer	169	-
Stationery & Supplies (Postage, Couriers)	769	95
Subscriptions	3,950	1,659
Telephone + Mobile	255	966
<b>Total Office Costs</b>	<b>22,371</b>	<b>2,721</b>
<b>Project &amp; Program Development Costs</b>		
Program Development Business Cases	-	9,880
Program Development Consumables (Travel, Catering, Venue Hire)	2,565	70
Program Development Design & Scoping	75,824	-
<b>Total Project &amp; Program Development Costs</b>	<b>78,389</b>	<b>9,950</b>
<b>Group Network Expenses</b>		
Network Advertising & Promotion	200	1,822
Network Catering	-	1,127
Network Consumables	-	273
Network Industry Events	3,852	6,429
Network Memberships	23	-
Network Travel & Accommodation	2,969	203
<b>Total Group Network Expenses</b>	<b>7,043</b>	<b>9,854</b>
<b>DPIRD In-Kind Expenses</b>		
DPIRD Assignees	-	154,045
DPIRD In-Kind (Non Cash Support Services)	14,586	-
DPIRD In-Kind (Non Cash - Rent)	25,000	-
DPIRD In-Kind (Non Cash - Utilities includes cleaning, overheads)	6,800	-
DPIRD In-Kind (Non Cash-Wages)	355,350	-
DPIRD In-Kind (On Costs for Non Cash-Wages)	105,042	-
DPIRD Support Services and Resources	-	69,396
<b>Total DPIRD In-Kind Expenses</b>	<b>506,778</b>	<b>223,441</b>
<b>Total Expenditure</b>	<b>1,331,957</b>	<b>554,916</b>
<b>Net Surplus</b>	<b>184,758</b>	<b>144,639</b>

**BALANCE SHEET**

AS AT 30 JUNE 2021

30 JUN 2021 30 JUN 2020

**Assets****Current Assets****Cash and Cash Equivalents**

ANZ - Business Account	2,981,024	562,767
<b>Total Cash and Cash Equivalents</b>	<b>2,981,024</b>	<b>562,767</b>

**Trade and Other Receivables**

Accounts Receivable	171,738	19,087
Cash Flow Boost Receivable	-	28,180
GST Receivable	-	3,009
<b>Total Trade and Other Receivables</b>	<b>171,738</b>	<b>50,276</b>

**Other Current Assets**

Prepayments	7,977	4,238
<b>Total Other Current Assets</b>	<b>7,977</b>	<b>4,238</b>

<b>Total Current Assets</b>	<b>3,160,739</b>	<b>617,281</b>
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<b>Total Assets</b>	<b>3,160,739</b>	<b>617,281</b>
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**Liabilities****Current Liabilities**

ANZ - Credit Card	4,459	1,645
Provision for Annual Leave	16,454	7,154

**Trade and Other Payables**

Accounts Payable	960	1,510
GST Payable	206,452	-
PAYG Withholding Payable	15,882	17,102
Superannuation Payable	2,580	2,758
<b>Total Trade and Other Payables</b>	<b>225,874</b>	<b>21,370</b>

<b>Total Current Liabilities</b>	<b>246,787</b>	<b>30,168</b>
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**Other Current Liabilities****Revenue Received in Advance**

DPIRD - 2019	79,530	67,473
DPIRD - 2020	13,115	375,000
DPIRD - 2021	375,000	-
Drought Hub	2,000,000	-
DPIRD COMMS	116,910	-
<b>Total Revenue Received in Advance</b>	<b>2,584,555</b>	<b>442,473</b>

<b>Total Other Current Liabilities</b>	<b>2,584,555</b>	<b>442,473</b>
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<b>Total Liabilities</b>	<b>2,831,342</b>	<b>472,642</b>
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<b>Net Assets</b>	<b>329,397</b>	<b>144,639</b>
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**Member's Funds**

Retained Surplus	329,397	144,639
<b>Total Member's Funds</b>	<b>329,397</b>	<b>144,639</b>

**STATEMENT OF CHANGES IN EQUITY**

FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
<b>Equity</b>		
Retained Surplus	144,639	-
<b>Increases</b>		
Current Year Surplus	184,758	144,639
<b>Total Increases</b>	<b>184,758</b>	<b>144,639</b>
<b>Total Equity</b>	<b>329,397</b>	<b>144,639</b>

**STATEMENT OF CASH FLOWS**

FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
<b>Operating Activities</b>		
Cash receipts from other operating activities	3,743,786	869,956
Cash payments from other operating activities	(1,325,529)	(307,189)
<b>Net Cash Flows from Operating Activities</b>	<b>2,418,257</b>	<b>562,767</b>
<b>Net Cash Flows</b>	<b>2,418,257</b>	<b>562,767</b>
<b>Cash and Cash Equivalents</b>		
Cash and cash equivalents at beginning of period	562,767	-
Net change in cash for period	2,418,257	562,767
Cash and cash equivalents at end of period	2,981,024	562,767

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

## Summary of Significant Accounting Policies

This financial report is a special purpose financial report prepared to satisfy the financial reporting requirements of the Associations Incorporation Act 2015. The Committee has determined that the Grower Group Alliance (Inc) is not a reporting entity.

The financial statements have been prepared in accordance with the following accounting policies disclosed below which the Board has determined are appropriate to meet the needs of the members. Such accounting policies are consistent with the previous period unless stated otherwise.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The accounting policies that have been adopted in the preparation of these statements are as follows:

AASB 101: Presentation of Financial Statements AASB 107: Cash Flow Statements AASB 108: Accounting Policies, Change in Accounting Estimate and Errors AASB 1031: Materiality AASB 1048: Interpretation of Standards AASB 1054: Australian Additional Disclosures

The following is a summary of the material accounting policies adopted by Grower Group Alliance (Inc) in the preparation of the financial report.

i. The financial report was prepared on accrual basis of accounting, including the historical cost convention and the going concern assumption.

iii. The requirement of accounting standards and other professional reporting requirements in Australia do not have mandatory applicability to the association because it is not a 'reporting entity'.

The following significant accounting policies have been adopted in the preparation of these financial statements.

## Income Tax

As the incorporated association is a resource development in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

## Impairment of Non-Financial Assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

## Revenue and Other Income

The incorporated association recognises revenue as follows:

1. Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the incorporated association is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the incorporated association: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised. Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

2. Sales revenue

Events, fundraising and raffles are recognised when received or receivable.

3. Donations

Donations are recognised at the time the pledge is made.

4. Grants

Grant revenue is recognised in profit or loss when the incorporated association satisfies the performance obligations stated within the funding agreements.

If conditions are attached to the grant which must be satisfied before the incorporated association is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied.

5. Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

6. Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

## Employee Provisions

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cash flows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cash flows. Changes in the measurement of the liability are recognised in profit or loss.



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

## Provisions

Provisions are recognised when the association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

## Cash on Hand

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

## Accounts Receivable and Other Debtors

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from donors. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

## Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST.

## Accounts Payable and Other Payables

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the association during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

## Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

### Coronavirus (COVID-19) pandemic

Judgement has been exercised in considering the impacts that the Coronavirus (COVID-19) pandemic has had, or may have, on the incorporated association based on known information. This consideration extends to the nature of the products and services offered, customers, supply chain, staffing and geographic regions in which the incorporated association operates. Other than as addressed in specific notes, there does not currently appear to be either any significant impact upon the financial statements or any significant uncertainties with respect to events or conditions which may impact the incorporated association unfavourably as at the reporting date or subsequently as a result of the Coronavirus (COVID-19) pandemic.

# COMMITTEE'S REPORT

FOR THE YEAR ENDED 30 JUNE 2021

Your committee members submit the financial report of Grower Group Alliance (Inc) for the year ended 30 June.

## Committee

The names of the committee Members throughout the year and at the date of this report are:

Peter Roberts (Chair)  
Erin Gorter (Vice Chair)  
Graham Smith (Independent Director)  
Dr Kelly Manton-Pearce (Member Director)  
Chris Reichstein (Member Director)  
Nicole Batten (Member Director)  
Dr Nathan Craig (Member Director)  
Debbie Gillam (Member Director)

## Principal activities

The GGA was established in 2002 by a number of WA grower groups to develop a stronger connection with other groups in the network, researchers, funding bodies and industry.

The GGA facilitates opportunities for our members to work together in co-design grower driven network scale projects that secure investment for grower groups.

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:

- a) Training & workshops
- b) Networking events that connect grower groups with researchers, industry and agtech both locally and nationally
- c) Advice and information for grower groups and about working with grower groups
- d) An information hub and connector for groups, industry and research for increased collaboration
- e) Advocating the importance of grower groups in the agriculture industry and regional WA.

## Significant changes

No significant change in the nature of these activities occurred during the year.



Peter Roberts  
Chair

Dated: 27/8/2021



Erin Gorter  
Vice Chair

Dated: 27/8/2021

## STATEMENT BY MEMBERS OF COMMITTEE

FOR THE YEAR ENDED 30 JUNE 2021

The committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in the notes to the financial statements.

In the opinion of the committee the financial report:

1. Presents fairly the financial position of Grower Group Alliance (Inc) for the year ended 30 June and its performance for the period ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Grower Group Alliance (Inc) will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the committee and is signed for and on behalf of the committee by:



Peter Roberts  
Chair

Dated: 27/8/2021



Erin Gorter  
Vice Chair

Dated: 27/8/2021

**DIRECTORS:**

**ROBERT CAMPBELL** RCA, CA  
**VIRAL PATEL** RCA, CA  
**ALASTAIR ABBOTT** RCA, CA  
**CHASSEY DAVIDS** RCA, CA

**AUDITOR'S INDEPENDENCE DECLARATION  
TO THE MEMBERS OF GROWER GROUP ALLIANCE (INC)**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021 there has been:

- (i) no contraventions of the auditor independence requirements of the *Associations Incorporation Act 2015 (WA)*;
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Yours faithfully,



**Viral Patel**, CA, CPA  
Registered Company Auditor number 333615  
**Director**  
**Australian Audit**

**Date:** 27 August 2021

**DIRECTORS:**

**ROBERT CAMPBELL** RCA, CA  
**VIRAL PATEL** RCA, CA  
**ALASTAIR ABBOTT** RCA, CA  
**CHASSEY DAVIDS** RCA, CA

## **INDEPENDENT AUDITOR'S REPORT**

**To the members of Grower Group Alliance (Inc)**

**Report on the Audit of the Financial Report**

### **Opinion**

We have audited the financial report of Grower Group Alliance (Inc) (the Entity), which comprises the statement of financial position as at 30 June 2021, the statement of income and expenditure, statement of changes in equity and statement of cash flows for the period then ended, and notes to the financial statements, including a summary of significant accounting policies and the statement by the Members of the Committee.

In our opinion the accompanying financial report has been prepared in accordance with requirements of the *Associations Incorporation Act 2015 (WA)* including:

- a) giving a true and fair view of the Entity's financial position as at 30 June 2021, and of its financial performance and its cash flows for the period then ended; and
- b) complying with Australian Accounting Standards to the extent described in Note 1.

### **Basis for Opinion**

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Emphasis of Matter – Basis of Accounting**

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist the Entity to meet the requirements of the *Associations Incorporation Act 2015 (WA)*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### **Responsibilities of Management and Those Charged with Governance for the Financial Report**

Management is responsible for the preparation and fair presentation of the financial report and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Associations Incorporation Act 2015 (WA)* and the needs of the members. The responsibility of Management also includes such internal control as management determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Report


Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Yours faithfully,



**Viral Patel, CA, CPA**

Registered Company Auditor number 333615

**Director**

**Australian Audit**

Date: 27 August 2021

# ACKNOWLEDGEMENTS

GGA wishes to acknowledge numerous stakeholders vital in our operations and advancement:

Grower groups and our broader membership for continued depth of engagement and investment developing the GGA Network.

The Hon. Alannah MacTiernan MLC Minister for Regional Development; Agriculture and Food; Hydrogen Industry, and Ralph Addis, Director General, Department of Primary Industries

and Regional Development, for their rigorous engagement with GGA activity and support to realise the potential of the GGA Network.

DPIRD for its investment and ongoing support in maximising the potential of the DPIRD-GGA Collaboration.

Our Sponsors; CBH Group, Farm Weekly, ProcessWorx and Rural Bank for their investment in developing the stakeholder value experience within the GGA Network.

All other GGA business partners that champion GGA and collaborate with us to deliver value.



# CONTACT US

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