



Industry driven and managed

Grain Trading Standards	Trade Rules & Contracts	Dispute Resolution Services	Trade & Market Access	Industry Stewardship & Capability
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Strategic Direction 2021/2022

GTA's core task is to facilitate and promote trade across the Australian grain value-chain.

Strategic Direction 2021/2022 has been prepared for members and others with an interest in the Australian grain industry and details GTA's strategies and activities for the Australian grain supply chain.

Vision

An efficient, equitable and open commercial grain industry in Australia.

Mission

To facilitate and promote trade by providing products, services and advocacy for the Australian grain value-chain.

Our Members

GTA members are drawn from across the grain value-chain from production to domestic end-users and exporters. GTA members are involved in grain trading activities, grain storage, food and feed processing.

GTA also attracts membership from organisations to the side of the value-chain in related commercial activities such as financial (banking, stock exchange etc), communications, grain advisory services, information technology and professional services (solicitors and accountants).

Our Values

GTA will:

- Continually reassess its position in the Australian grain value-chain ensuring a contemporary approach to fulfilling its vision. Leadership and innovation will be key features of the manner in which GTA will conduct its operations.
- Commit to delivering products and services that add value to our members' businesses and harmonise standards and processes associated with facilitation of trade.
- Work cooperatively with all parts of the grain value-chain and service all grain value-chain members.
- Build effective relationships with our members and stakeholders.

GTA – Core Activities

- **Grain Trading Standards** - development and the ongoing maintenance of grain trading standards that reflect customer requirements, as well as supply-chain and production capabilities.
- **Grain trading contracts and trade rules** - that ensure legal rigour to commercial grain trading activities.

- **Dispute Resolution Services** - underpin contractual arrangements and instil value by ensuring confidence in transacting in the Australian grain industry.
- **Trade and Market Access** - engaging with policy makers and industry to ensure fair and equitable trade policy and systems for improved market access into domestic and global markets and promoting the grain industry self-regulatory approach in international markets.
- **Industry Stewardship and Capability** - a determination to increase capability within the grain industry by provision of Australian Grain Industry Code of Practice together with market-based vocational training & development programs.

GTA's expansive products and services provide strong foundations to an industry that has pride in its ability to develop and implement a **self-regulatory framework** for the grain industry and to develop policy setting and processes.

This approach is supported and demanded by GTA members, industry participants, government and its related agencies.

GTA members look to GTA to continually reassess and develop additional relevant capacity. GTA has responded and during 2021/2022 there will be emphasis on:

- **Training and development** to ensure industry participants have access to practical and relevant training. Access to training is an important part of the responsibility of a self-regulatory framework and the stewardship provided by GTA.
- **Trade and market access** capabilities to enhance the industry's capability, prioritisation and involvement in trade and market access, working in partnership with Government and other grains industry stakeholders in Australia and globally.
- **Modernising the grain supply chain** at a pre-competitive and collaborative level to move from drought through Covid-19 to 2030. This will improve efficiency and drive value through the supply chain to consumers and the farm gate.
- **Work with industry** to look at collaborative arrangements and improved operating efficiencies and importantly the safety of all participants within the grain supply chain
- Promoting a **harmonious global grain trading**, regulatory and operating environment for the global grain supply-chain.
- Technical Committees and Industry Working Groups to draw on Members' industry **knowledge, experience** and **expertise** to advise and develop products, services, policies and guidelines to advance achievement towards GTA's Vision and Mission.
- Provide post-farm gate strategic leadership and industry stewardship.

MANDATE MUST BE CONTINUALLY EARNED

- ↻ GTA does not have a right to exist – it must *continually* earn that right from its members.
- ↻ Members do not financially support GTA via membership fees or the purchase of products and services out of loyalty but out of the value that GTA is able to offer to their commercial activities.
- ↻ GTA is judged on whether it offers a sound value proposition to members by the value of their interactions with GTA.
- ↻ GTA must:
 - ↻ be mindful of factors in the external business environment that impact both the Australian grains industry and GTA and its operations; and
 - ↻ operate within the confines and needs of members and the immediate business environment in which GTA operates.

1 The core tasks of trade facilitation

GTA will **continually** review its products & services that support “trade facilitation” to ensure they reflect the commercial grain trading environment. This will occur via input from the GTA Technical Committees, members and the broader grain industry. The review process will be public, transparent and open to all.

1.1 Grain Trading Standards

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>GTA grain trading standards will reflect customer needs as well as supply-chain and production sector capabilities and are the benchmark for the Australian grains industry. They provide confidence to consumers and processors of Australian grains. Where advantageous to the Australian grain industry, standards and reference methods will be harmonised with international standards.</i></p>	<p>Develop, review and publish on a yearly basis:</p> <ul style="list-style-type: none"> ↻ Wheat & coarse grain trading standards ↻ Reference methods for wheat and coarse grains ↻ Commodity Vendor Declarations (as required) ↻ Visual Recognition Standards Guide (as required) <p>Publish:</p> <ul style="list-style-type: none"> ↻ Oilseed trading standards developed by the Australian Oilseeds Federation; ↻ Pulse trading standards developed by Pulse Australia; ↻ Birdseed standards developed by Queensland Agricultural Merchants; ↻ Other Standards as produced by relevant industry stakeholders. <p>Via the Food Safety & Biosecurity Subcommittee, provide industry guidance to:</p> <ul style="list-style-type: none"> ↻ CODEX Australia, Food Standards Australia New Zealand and the Australian Pesticides & Veterinary Medicines Authority on issues relating to grain quality, food safety and quarantine. <p>Technology:</p> <ul style="list-style-type: none"> ↻ Work collaboratively with industry to progress development of automated visual grain quality assessments <p>Stakeholders:</p> <ul style="list-style-type: none"> ↻ Continue engagement with stakeholders to ensure trading standards encompass the needs and capabilities of the production, supply chain, consumption and regulatory sectors. ↻ Work with industry groups and other stakeholders communicate the critical roles that trading standards and variety classification play in the quality of Australian grain. 	<ul style="list-style-type: none"> ↻ Work with industry groups to ensure all grain, oilseeds and pulse standards are aligned where feasible ↻ Continue to work with industry on development and adoption of new testing technology. ↻ Engagement with Government on standards related matters via membership of the National Measurement Institute (NMI) Grain Quality Advisory Committee and provide submissions on NMI matters where required ↻ Engage with industry to develop an industry wide collaborative model for ring testing of standards and defective grain quality parameters ↻ Engage with industry to develop a model for review of all new testing technology, maintenance of existing technology and calibrations ↻ Support applications suitable for Smart Devices, such as: <ul style="list-style-type: none"> • GTA publications: • Seed Impurities of Grain Identification Guide • Visual Recognition Standards Guide • Trading Standards

1.2 Trade Rules & Contracts

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>GTA contracts and rules provide a constant and consistent methodology for conducting trade along the supply-chain, from producer to processor/consumer. The outcome is greater commercial certainty and fairness, and lower risks for any participant in grain chain transactions and broader confidence in the marketplace to conduct trade.</i></p>	<p>Continuous review ensures the following documents remain contemporary in nature:</p> <ol style="list-style-type: none"> 1. GTA Trade Rules 2. Grain and Oilseeds In Bulk FOB Terms 3. Grain and Oilseeds in Bulk Delivered Price Basing Point or Port Terms (Basis Track) 4. Grain and Oilseeds – Contract Confirmation 5. Contract for Grain / Oilseeds / Birdseeds & Pulses In Containers Delivered Container Terminal (DCT) 6. CFR-CIF for Grain in Containers 7. Ausgrain Charterparty (2015) 8. Grower Contract 9. Free on Rail (FOR) Contract 10. GTA Grain Storage and Handling Agreement 11. GTA Location Differentials (LDs). 	<ul style="list-style-type: none"> ↻ Represent members on ACCC Agricultural Advisory Committee. ↻ Member submission process of trade rules and contracts ↻ Review the need for new contracts in specific areas of the supply chain

1.3 Dispute resolution services

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>GTA dispute resolution services are recognised by industry as the most efficient process to resolve commercial disputes. GTA awards are legally robust and when aligned to GTA contracts and agreements, ensure contracting integrity.</i></p>	<p>GTA will offer dispute resolution services:</p> <ul style="list-style-type: none"> ↻ For all GTA contracts and agreements; and ↻ Where GTA members have referenced the GTA Dispute Resolution Service in specialty or “tailor made” contracts. ↻ In accordance with GTA Dispute Resolution Rules and the NSW Commercial Arbitration Act. ↻ Publish Arbitration rulings ↻ ↻ 	<ul style="list-style-type: none"> ↻ Promote the benefits to Industry of GTA Dispute Resolution Services. ↻ Seek continuous improvement opportunities in Dispute Resolution Services ↻ Training for GTA Arbitrators to meet the Professional Development criteria for Arbitrators.

1.4 Trade & Market Access

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>GTA’s trade and market access strategy seeks to develop domestic and global policies and approaches to position the industry to take advantage of trade opportunities, minimise impacts and constraints to trade, and enable trade to continue in an efficient and equitable manner.</i></p>	<ul style="list-style-type: none"> ↻ Implement the GTA Trade and Market Access Strategy, which is focused on the pillars of a) Policy b) Advocacy c) Support d) Communications. ↻ Represent the interests of members with direct engagement with Australian Government, State and Territory Departments and their agencies on TMA activities including: <ul style="list-style-type: none"> ○ Bilateral and multilateral trade policy negotiations ○ Market access / potentially discriminating technical, or other barriers to trade. 	<ul style="list-style-type: none"> ↻ ↻ Continue to provide input into global adoption of E-docs ↻ Continued input into the Australian industry position on market chemical changes. ↻ Continue to enhance methods of communication of the impact and need for Trade & Market Access (TMA) activities along the value chain

<p><i>GTA will advance independent, fact-based dialogue and advocacy for members and industry stakeholders.</i></p> <p><i>GTA will focus on improved market access outcomes for its members and the grains industry encompassing new access opportunities, improved access arrangements and maintaining existing market access.</i></p> <p><i>Effective cooperation and coordination between and among government and industry is critical to achieving, maintaining and improving market access.</i></p>	<ul style="list-style-type: none"> ✎ Continue active involvement and leadership in industry response and Working Group on China barley issues, including Govt engagement and market development activities. ✎ Active and ongoing membership of: <ul style="list-style-type: none"> ○ Department of Agriculture, Water and Environment (DAWE) Grain & Plant Products Export Industry Consultative Committee (GPPEICC) and its Finance sub-committee. ○ ACCC Agricultural Advisory Committee. ○ Active participation in DAWE initiatives such as APEC Grain Trade Facilitation Forum, ✎ Continue to lead and manage the IWG on Request for Permit and container export processes in conjunction with DAWE. ✎ Promote and raise member awareness of the DAWE endorsed Shipping Container Standards and the Technical Guideline (No 21) for grain sampling. ✎ Active membership and engagement with the International Grain Trade Coalition (IGTC), including elected Secretary GTA is the reference point for IGTC on trade related activities involving the Australian grain industry. ✎ Ongoing input and GTA team leadership to ISPM, Plant Breeding Innovations (PBI) and MRL activities of IGTC ✎ Work with IGTC and Australian Government authorities re development of policy around Non-Tariff Measures to Trade (NTMs), including ongoing SPS/TBT issues, MRLs and in relation to innovation, low level presence (LLP), ✎ Work with Grains Australia as it develops its own cross-industry trade and market access plans and capability. ✎ Ensure broad industry endorsement and implement the Market Choice Framework for GM Crops and implementation of related policies and response plans. ✎ Engage with stakeholders to develop and support an Information Sharing Model for Innovative Plant Breeding Technologies. 	<ul style="list-style-type: none"> ✎ Develop strategies and activity plans to address the impact of NTMs on the grains industry, including maintaining the Industry NTM database. ✎ Work in collaboration with industry on relevant issues involving TMA, phytosanitary measures and emerging issues requiring consideration and input by Industry experts and GTA Members. ✎ Continued involvement in GIMAF activities, including membership/ chair of the Forum, membership of WGs and technical market access advice ✎ Provide leadership and work on TMA issues impacting the domestic markets, as raised by the GTA Domestic Sector Council. ✎ Ongoing participation in the development of technical submissions to protect/ enhance the market access of Australian grain in domestic and international markets. ✎ Continue to share information with like minded overseas organisations to ensure a harmonised approach to commercial activities across the global grain trade.
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1.5 Industry Technology, Data and Information

Positioning statement	Activities 2021/2022	Additional Activities`
<p><i>GTA will provide a focal point for industry to identify and develop pre-commercial information technology, data and information exchange opportunities to improve the facilitation of trade and to provide value to GTA Members and the grains industry at large.</i></p>	<ul style="list-style-type: none"> ✎ Conduct the Information Technology Advisory Committee (ITAC) as a formal GTA Technical Committee. ✎ Examine and prioritise technology-based opportunities to improve the facilitation of trade for GTA Members. ✎ Develop an industry driven “IT Roadmap” to provide guidance to members and Government in the direction of IT investment and development. ✎ Provide an industry based standard specifications for cross industry capture and transfer of data. 	<ul style="list-style-type: none"> ✎ Engage with DAWE and other industry stakeholders on the development and implementation of e-phyto certificates. ✎ Engage with DAWE and industry on development of industry protocols to improve trade facilitation. ✎ Engage with Govt to advance the development and broad implementation of automated visual recognison of grain quality, weed seeds and pests.

	<ul style="list-style-type: none"> ☞ Develop, publish and maintain an industry standard list of varietal codes for use by GTA members and industry at large. ☞ Continue the development of Standardised Data Reference Tables for use by industry. 	
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1.6 Industry Stewardship and Capability

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>GTA products and services provide stewardship through an industry driven self-regulatory framework.</i></p> <p><i>GTA will deliver programs to upskill industry participants ensuring that the trade facilitation processes developed by GTA are well understood at all points in the value-chain from producers to trade intermediaries to end users.</i></p>	<ul style="list-style-type: none"> ☞ Provide the members with the foundations of a member driven self-regulatory framework with the foundations including Code of Practice and Technical Guideline Documents. ☞ Conduct the following Training and Development programs: <ol style="list-style-type: none"> 1. GTA Trade Rules, Contracts and Dispute Resolution 2. GTA Grain Standards 3. Grain Merchandising 4. Grain Finance and Risk Management 5. Understanding Grain Markets 6. GTA Dispute Resolution Service 7. Advisory & Compliance Workshop 8. Grain Export Execution & Risk Management 9. Practical Training in Chain of Responsibility 10. Code of Practice Assessment Program ☞ Continue On-line, video and face to face based training to give industry choices in delivery methods. 	<ul style="list-style-type: none"> ☞ Analyse prospects of further integration of on-line technology into the program ☞ . ☞ Integrate on-line training platforms for COR and Sampling Training programs. ☞ Review and identify opportunities to provide on-going professional development of skills and knowledge update for experienced Industry participants. ☞ Develop and roll out specific “Grower Module” for Trade Rules and Contracts training/ ☞ Engage with grower groups and GTA members to promote Grower participation in industry based Training and Development.

2 Industry support functions

GTA will provide leadership in functions which are suitable for industry to manage and work with Government and their agencies where wider or community interests warrant a public partnership approach.

2.1 Grain value-chain partnerships

Positioning statement	Core Activities 2021/2022	Additional activities
<i>As the industry evolves, GTA will encourage efficiency across the grain supply-chain by working collaboratively with other groups to improve efficiencies in the post-farm gate sector.</i>	<ul style="list-style-type: none"> ↻ Working with industry participants , GTA will seek improved operating and structural efficiencies of the post farm gate industry sector, including providing leadership in associated strategic planning activity. ↻ Work with AGECE, GTA Domestic Consumer Council, Grains Australia, technical committees and GTA Members to ensure a cohesive post farm gate voice for communication to Government and the wider grain industry. ↻ Member funding requires a clear commercial benefit in the competitive environment. ↻ Engage with Grains Australia, GRDC, GPA, GGL, SFO's and state Merchant Associations. ↻ Manage and provide the "Sector Council" framework as an alternative for integrated industry representation. ↻ Support the Australian Grain Exporters Council (AGECE) and the Domestic Consumer Council as a sector councils within GTA. 	<ul style="list-style-type: none"> ↻ Provide post farm gate sector leadership in the development of Grains Australia and its delivery functions. ↻ Continue to advocate for pre-competitive functions and activities that are of value to GTA members, and do not have a viable commercial solution or alternative.

2.2 Australian Grain Industry Code of Practice

Positioning statement	Core Activities 2021/2022	Additional activities
<i>This Code is a public demonstration of an industry that is self-regulating and conducts its operations in an ethical manner professionally and a high degree of quality assurance and <u>practice</u>.</i>	<ul style="list-style-type: none"> ↻ Promote the the Code of Practice, Transport Code of Practice and associated Technical Guideline Documents (TGDs) to GTA Members, and broader grain industry stakeholders, including Govt. ↻ Promote the Code Assessment Program to GTA Members and industry participants to demonstrate industry understanding and adherence to the Code ↻ GTA will continually promote the Code to members, government, end users and other industry participants. ↻ 	<ul style="list-style-type: none"> ↻ Promote GTA's Safety Health and Environment (SHE) guidelines and other safety issues ↻ Development of Technical Guidelines Documents (TGDs) and GTA Fact Sheets as required.

2.3 National Working Party on Grain Protection

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>NWPGP provides management and leadership to industry in the areas of post-harvest storage, production and post production chemical use, market requirements and chemical regulations.</i></p>	<ul style="list-style-type: none"> ✎ In conjunction with Grains Australia, continue to support the activities of the NWPGP by acting as the secretariat and manage the Australian Grain Storage & Protection Conference, NWPGP technical outcomes and associated work groups. ✎ In working with the NRS, update the Australian Grains Industry Post Harvest Chemical Usage Recommendations and Outturn Tolerances 2021/22 to meet changing market requirements, ✎ Work with members, industry groups and Government to manage chemical use and provide submissions to various regulatory reviews of chemical use. ✎ Raise awareness to increase the general understanding of NWPGP in chemical grain protection, MRLs liaison between Government and industry, and increasing importance of chemical residues and food safety within the supply chain. 	<ul style="list-style-type: none"> ✎ Continuing support of the National Working Party on Grain Protection ensuring science-based decisions in relation to the use, application, storage and trading of grain for domestic and international markets. ✎ Provide submissions, and input where required, on reviews of chemicals both in Australia and overseas in markets of importance to Australian grain.

2.5 Australian Grain Industry Conferences

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>The Australian Grain Industry Conference (AGIC) will continue to be the pre-eminent grain conference held in Australia. Topics will engage the audience and aligned functions provide networking opportunities.</i></p> <p><i>AGIC Asia will continue to showcase the Australian grain industry</i></p>	<p>AGIC (Australia)</p> <ul style="list-style-type: none"> ✎ Conduct the Australian Grain Industry Conference (AGIC) as a hybrid (in person and virtual) conference in 2021/22 to maintain industry “connectivity” given the C-19 pandemic related restrictions. <p>AGIC ASIA</p> <ul style="list-style-type: none"> ✎ Contingent on support by the broader industry, conduct AGIC ASIA as a technical symposium in suitable location(s) to highlight the Australian grain industry to Asian end users. ✎ Conduct AGIC Asia as a virtual conference in 2021/22. This will enable continuity and focus on several destination markets. ✎ Where viable incorporate Roundtable events with AGIC Asia, to continue to build communication channels and improve mutual understanding of trade and market access issues with AGIC Asia destinations. <p>GRAIN INDUSTRY SEGMENT CONFERENCES</p>	<ul style="list-style-type: none"> ✎ Recognise the need for conferences to maintain a sound value proposition to members and industry. ✎ Ensure Conferences remain innovative and relevant to Member and delegate needs. ✎ Ensure value is captured to support inclusion with Export Market Development Grant program. ✎ Ensure industry connectivity and networking opportunities are maximised.

	<ul style="list-style-type: none"> ↻ Where feasible hold additional industry segment conferences to raise discussion, promote awareness and industry collaboration of industry issues, such as Grain Logistics, Modernising the Supply Chain and Trade and Market Access. ↻ Hold a 30th Year Gala Dinner to celebrate and showcase NACMA/GTA 30 years of Facilitating Trade. 	
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2.6 Australian Grain Industry Representative Leadership

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>GTA will actively engage with members and grain industry participants to develop overarching industry strategies and policies that promote and enhance a competitive and efficient Australian grain supply/value-chain and benefit GTA Members</i></p>	<ul style="list-style-type: none"> ↻ GTA will support relevant initiatives via membership and active participation where appropriate. ↻ Promote and implement <i>GTA Supply Chain Strategy – Modernising the grain supply chain – from drought, through Covid19 to 2030 and the development of an industry IT Roadmap. These projects will</i> include working with DAWE in alignment of its “<i>Congestion Busting</i>” strategy. ↻ Represent GTA members interests in the development of Grains Australia. ↻ Review the “<i>Market Choice Framework/Industry Response Plan</i>” documents and strategy as a potential template for industry leadership and action plan for highly significant “<i>crisis management</i>” issues and needs. 	<ul style="list-style-type: none"> ↻ Continued involvement in cross sector discussions to ensure needs and requirements of GTA Members are well served. ↻ Ongoing consultation with GTA Members to ensure industry good activities meet member and market needs.

3 Advocacy

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>As Australia is a net exporter of grain, GTA on behalf of members must continually assess the emerging and potential inhibitors to trade, both on a domestic and international basis.</i></p> <p><i>GTA will continue to proactively advance independent, fact-based dialogue and advocacy for members and industry stakeholders. Government will maintain a central role in many of the global issues for grain trade (WTO, DAWE Biosecurity, FTAs, Codex, SPS, etc), however it needs support and information from industry to guide its position.</i></p>	<ul style="list-style-type: none"> ↻ Seek to further build and establish a more influential position with Government and, where possible, a unified voice for the Post Farm Gate sector and broader grain industry where possible and sensible. Implement the GTA Trade and Market Access Strategy. ↻ Promote and implement <i>GTA Supply Chain Strategy – Modernising the grain supply chain – from drought, through Covid19 to 2030</i> and alignment with DAWE <i>Congestion Busting</i> Program. ↻ Ongoing development of capacity that will advance the competitiveness of the Australian grain industry in regards to bilateral and multilateral trade policy negotiations conducted by the Australian Government. These activities relate primarily to interaction with key sections including the DFAT and DAWE- TMAID. ↻ Ensure Government positions and representatives attending are aware of and support industry’s position for global trade and bio-security forums and meetings . ↻ Ensure Government maintain their support and participation in Global Initiative on LLP; ISPM, e-phyto , PBI. ↻ Collaborative work with other industry groups to support and benefit GTA Members and Australian Grain Industry. ↻ Continue activity, leadership and promotion of the International Grain Trade Coalition (IGTC) as an effective global forum of grain trade related activity. 	<ul style="list-style-type: none"> ↻ Ongoing support for Industry Management Plan (IMP) for facilitation of the wheat and barley trade to markets such as China and the Industry Working Group (IWG) and implementation of bi-laterally agreed actions. ↻ Ongoing participation in the development of technical submissions to protect/enhance the market access of Australian grain in domestic and international markets. These activities relate primarily to interaction with key sections of DAWE. ↻ Ongoing participation in IWG on WTO Anti-Dumping complaint against barley exports to China. ↻ Ongoing representation and advocacy activities around the Grains NTM Project and outputs. ↻ Continue to promote the APEC Grain Regulatory Forum. ↻ Continued leadership engaging in a collaborative grains industry NTM and MRL strategies in conjunction with Grains Australia, GGL GIMAF and NWPGP.

4 Communication

Positioning statement	Core Activities 2021/2022	Additional activities
<p><i>GTA's profile is recognised as a leading industry body, communicator influencer by Government, media, , the grain value chain and members. GTA's products and activities are seen as transparent, collaborative and supportive of innovation and entrepreneurship.</i></p> <p><i>GTA will via various communication mediums disseminate its commercial resources and other material related to "facilitation and promotion of trade" to members and non-members. This also relates to international sectors of the grain industry.</i></p>	<p>The GTA Communications Strategy is designed, to meet members and industry's needs.</p> <ul style="list-style-type: none"> ☞ Advocating for the interests of GTA Members specifically and the Australian Grain industry more broadly. ☞ Industry understanding of the implications of changes to legislation, policy and commercial resources and act accordingly ☞ Promote Key messages, including how GTA's products and services provide a Self-Regulatory Framework that is the key foundation for the facilitation of trade and provide a broad growth platform to benefit GTA Members and the Grains industry at large. ☞ Highlighting and explaining the Industry Self-Regulatory Framework including: <ul style="list-style-type: none"> ○ Trading Standards ○ Contracts & Dispute Resolution ○ Governance, Australian Grain Industry Code of Practice and associated Technical Guideline Documents; ○ Training and Professional development ○ Active promotion and extension activities to ensure and improve awareness of the Code of Practice ○ GTA Submissions made to various federal agencies and departments ○ GTA Member Updates that provide important technical information and facilitate GTA's member consultative process. ○ GTA Member Survey ○ Publish GTA Market Notifications to advise members of information considered relevant to the grain market and GTA members. 	<ul style="list-style-type: none"> ☞ Relevant stakeholder engagement with GTA on aligned matters of importance <p>Continued engagement with federal and state (as required) governments.</p> <p>Briefings and interactions to:</p> <ul style="list-style-type: none"> • Federal politicians • Federal ministries including DAWE/DFAT. • Key stakeholders including members, state merchant organisations, GRDC and producer groups • International Customers and Delegations • Foreign Government departments and regulators

Industry Outcomes

GTA's goal is to create an efficient, effective and transparent operating framework to facilitate commercial trade. These attributes provide the foundation for the Australian grain value-chain and GTA members to participate in the growth of the global grain industry.

The following reflect the industry outcomes that GTA delivers / influence through its activities:

- **A well informed industry** – decisions based on sound data and research
- **A better skilled industry** – high performance levels
- **Access to more effective tools and processes**
- **More harmonious and cooperative environment** – a common and clear commercial focus, balanced with a wider community and environment responsibility
- **Enhanced innovation and leadership** – where new ideas and challenges are welcomed, discussed openly, and advanced as appropriate
- **An industry responsible for itself (industry stewardship and management)** – self-reliant but achieves Government engagement where common good outcomes justified and necessary.

Critical Success Factors

GTA must deliver:

- **Harmonised trading products and services** – so that commercial risks are lowered, capital is attracted, and transparency is enhanced.
- **Suite of tools to enable trade to occur efficiently and seamlessly** – reduced risk and low cost transactions are critical to maintain global value-chain competitiveness.
- **Training & development programs that enhance the skills of industry participants** – other industries are competing for skilled human resources; GTA must deliver programs to ensure industry skills and capability.
- **Knowledge sharing** – communicating the grain industry and GTA vision is critical to garnering the support required for growth.
- **Funds and Resources for GTA to deliver the outcomes** - growth in industry services and communication activities by GTA must be met within the budgetary scope and financial policies of GTA.
- **Partnerships/linkages with industry participants** , Government and agencies, and international counterparts – members alone cannot fund the entire service load. Partnering will be an important component of success.

Grain Trade Australia

PO Box R1829

Royal Exchange NSW 1225

Tel: +61 2 9235 2155

Web: www.graintrade.org.au

Email: admin@graintrade.org.au

