



COTTON
AUSTRALIA

STRATEGIC PLAN 2018-2023

- VIABLE - VALUED - ADVANCED -



STRATEGIC PLAN 2018–2023

COTTON AUSTRALIA AND OUR PLAN

Cotton Australia is the peak body for Australia's cotton growers, representing cotton businesses and about 1,200 cotton farming families mainly in NSW and Queensland and also in WA and Victoria. Over the next five years, Cotton Australia will work with growers and stakeholders to ensure the Australian cotton industry remains viable, valued and advanced.

The Cotton Australia Strategic Plan 2018 – 2023 provides an ambitious overview of the organisation's strategic direction for the coming years. It is focused on achieving outcomes for growers while balancing responsibilities to our people, communities, stakeholders and the natural environment.

THE WAY WE DO BUSINESS

Cotton Australia is an organisation that exists for its growers, and the industry that supports them. In order to succeed, Cotton Australia recognises it must:

- Listen to our growers and keep their wants and needs at the heart of decision making
- Work in collaboration with others
- Adapt to a fast changing world including responding to the evolving circumstances of our growers, policy settings, the needs of our stakeholders and the market
- Continually scan for risk, and adapt strategies where necessary
- Be forward looking
- Operate with transparency, openness, honesty and respect

INDUSTRY VISION 2029*

“Australian cotton, carefully grown, naturally world's best”

Cotton Australia's Strategic Plan 2018-2023 centres around helping to achieve the industry's Vision*, which states that by 2029 the Australian cotton industry will be:

- DIFFERENTIATED - world leading supplier of an elite quality cotton that is highly sought in premium market segments
- RESPONSIBLE - producer and supplier of the most environmentally and socially responsible cotton on the globe
- TOUGH - resilient and equipped for future challenges
- SUCCESSFUL - exciting new levels of performance that transform productivity and profitability of every sector of the industry
- RESPECTED - an industry recognised and valued by the wider community for its contribution to fibre and food needs of the world
- CAPABLE - an industry that retains, attracts and develops highly capable people

COTTON AUSTRALIA'S PROMISE

We will operate with the highest levels of integrity. We'll have modern systems and processes that help us get the job done. We will work as a team. We know that many heads are better than one. We won't be afraid to try new things and we'll learn from our failures. Excellence will be our benchmark and we won't accept an OK job. We will support each other and we will always put growers at the heart of our decisions.

The Cotton Australia Strategic Plan 2018-2023 was developed with input from our Board, staff and growers.

AUSTRALIAN COTTON INDUSTRY: VIABLE, VALUED, ADVANCED

Cotton Australia will work across Seven Strategic Priorities that have been developed around three key goals.

A viable industry

Providing the necessary environment for Australian cotton growers to be productive, profitable and sustainable.

An advanced industry

Helping the Australian cotton industry collaborate to enable access to the people, technologies and systems necessary to protect what's available now and innovate for the future.

A valued industry

An Australian cotton industry that is understood and valued by growers, the community, stakeholders and customers.

* The Industry Vision 2029 was developed in 2010 through a collaboration between Cotton Research and Development Corporation (CRDC) and the Australian Cotton Industry Council.

7 STRATEGIC PRIORITIES

AUSTRALIAN COTTON INDUSTRY: ADVANCED, VIABLE AND VALUED

OUR PURPOSE

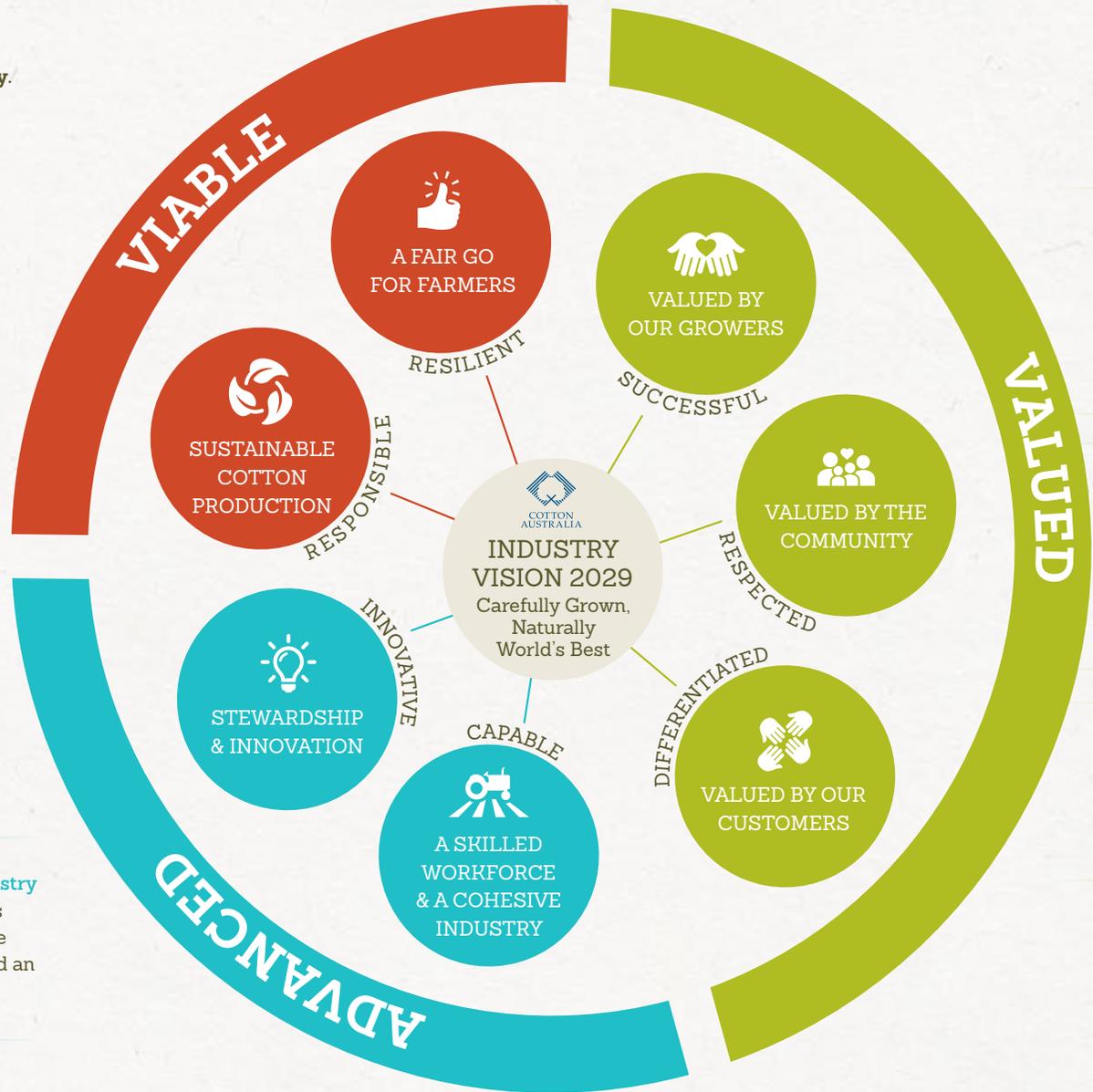
To advance the Australian cotton industry.

A fair go for farmers
Influencing government, input suppliers and global policy to make cotton farming easier and to provide farm business certainty.

Sustainable cotton production
Helping growers to be the most profitable, efficient, sustainable, responsible and innovative as they can be.

Stewardship & innovation
Protecting the assets, systems and technologies we have now, and innovating for the future.

A skilled workforce and cohesive industry
Meeting current and future challenges with a steady supply of rural labour, the best and brightest minds on the job and an industry that collaborates at all levels.



Valued by our growers
Delivering essential and valued services to growers, with modern processes and systems and with growers at the heart of our decisions.

Valued by the community
Telling the story of Australian cotton, engaging with stakeholders and managing risk.

Valued by our customers
Positioning Australian Cotton in the world textile market and removing barriers to trade.

STRATEGIC FRAMEWORK

	VIABLE		ADVANCED		VALUED		
	RESILIENT <i>A fair go for farmers</i>	RESPONSIBLE <i>Sustainable cotton production</i>	INNOVATIVE <i>Stewardship & innovation</i>	CAPABLE <i>A skilled workforce and cohesive industry</i>	DIFFERENTIATED <i>Valued by customers</i>	RESPECTED <i>Valued by the community</i>	SUCCESSFUL <i>Valued by growers</i>
STRATEGIC GOALS Where we want to be	<ul style="list-style-type: none"> Secure reliable access to water, capital and all necessary inputs Freedom to operate 	<ul style="list-style-type: none"> Growers who are profitable, efficient, sustainable, responsible and innovative Global leaders in sustainable cotton production 	<ul style="list-style-type: none"> Protect the assets we have now and innovate for the future 	<ul style="list-style-type: none"> A highly skilled and motivated workforce equipped to tackle current and future challenges Engaged and capable leaders at all levels of industry 	<ul style="list-style-type: none"> Future proof markets for Australian cotton and remove barriers to trade 	<ul style="list-style-type: none"> An industry that is valued, respected and understood Enhanced industry social license 	<ul style="list-style-type: none"> A grower-led organisation that is highly valued and supported by growers and industry
STRATEGIC FOCUS How we will do it	<ul style="list-style-type: none"> Influence government, input suppliers and global policy Fairer government legislation A strong, united voice for growers Assess and manage potential risks Reduce input supply costs 	<ul style="list-style-type: none"> Drive participation in myBMP Ensure access to best available science and innovation International recognition of myBMP 	<ul style="list-style-type: none"> Strong Research, Development & Extension (RD&E) systems focused on grower needs Biosecurity preparedness Access to technology Maintain R,D&E funding Prepare growers for next generation digital agriculture 	<ul style="list-style-type: none"> Build industry capacity Inspire and foster future leaders Work in collaboration with industry and external stakeholders 	<ul style="list-style-type: none"> Generate demand for Australian cotton and cotton products Influence the influencers of the supply chain Secure favourable export market trading environment Position Australian cotton as suppliers of quality, sustainable, traceable fibre 	<ul style="list-style-type: none"> Tell the story of Australian cotton and share the industry's positive credentials Engage with stakeholders to continually improve Assess and manage reputational risk Share best practice globally 	<ul style="list-style-type: none"> Responsive to grower and industry needs Provide valuable services Continuously improve systems and processes Build organisational culture by valuing staff
STRATEGIC INITIATIVES What we do	<ul style="list-style-type: none"> Policy & Advocacy Program Strategic alliances 	<ul style="list-style-type: none"> myBMP (Best Management Practices program) Global sustainability initiatives CottonInfo Industry Sustainability Strategy 	<ul style="list-style-type: none"> Facilitate representative, quality advice to CRDC TIMS Committee Industry Biosecurity Reference Group Strategic alliances 	<ul style="list-style-type: none"> Workforce Strategy AgSkilled Program Education Program Leadership & Awards Programs Cotton Conference 	<ul style="list-style-type: none"> Cotton to Market Strategy Global Sustainability Initiatives Partnership with ACSA on promotion and trade activities Strategic alliances 	<ul style="list-style-type: none"> Media and Communication Strategy Education program Industry Sustainability Strategy Regional Managers Team 	<ul style="list-style-type: none"> Grower-led Board Regional Managers Team Supported Cotton Grower Associations Grower engagement activities Industry Communication Strategy

IMPLEMENTATION

The Cotton Australia 2018-2023 Strategic Plan will be implemented via annual Operational Plans, authorised by the Board. These outline key tactical priorities for the year ahead against the Plan's Strategic Goals, with clear objectives and activities, timeframes, resourcing requirements and key performance indicators to ensure Cotton Australia can evaluate progress and success.

MEASURING OUR SUCCESS

We are working towards achieving, by 2023:

VIABLE

- Improved grower profitability
- Improved access to secure, reliable and affordable key inputs such as water and energy
- Minimise additional, unfair government legislation
- Measured improvement in environmental, social and economic sustainability indicators
- High rates of participation in myBMP and global programs such as the Better Cotton Initiative
- Independent recognition of the myBMP standard



ADVANCED

- Growers are prepared, and have access to:
 - Integrated management systems (eg biotechnology, pesticide, and biosecurity stewardship)
 - A better skilled cotton workforce
 - Effective new technologies such as digital agriculture, enablers like big data and biotechnology innovations
- Practical, quality advice provided by Cotton Australia aligns with R,D&E investments made by the CRDC
- Investment in R,D&E is maintained or improved
- Supported, strong grower leadership and representation on relevant committees, forums and reference groups



VALUED

- High rates of levy participation from growers
- Positive perceptions of the Australian cotton industry amongst communities and stakeholders
- Increased demand for Australian cotton from brands and retailers
- Internal and external stakeholder input used to drive improvement and change
- An engaged, efficient and motivated Cotton Australia team

