



Australian Government

**Cotton Research and
Development Corporation**

CGA FINAL REPORT

Part 1 - Summary Details

Please use your TAB key to complete Parts 1 & 2.

**CRDC Project Number: CGA1608 “Strengthening CGA Policy and Procedures”
CGA**

Project Title: Strengthening CGA Policy and Procedures

Project Commencement Date: June 2016 **Project Completion Date:** 30th September
2017

Part 2 – Contact Details

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Part 3 – Final Report

(The points below are to be used as a guideline when completing your final report.)

Background

1. Outline the background to the project.

Over the last five years Australian cotton production has fluctuated dramatically. The industry’s capacity to respond to these rapid and extreme fluctuations is largely attributable to the strength of its people, their networks and the effectiveness of these relationships. Trusted relationships and networks have been the basis for industry innovation, collaboration and effective change and are of critical importance as the industry continues to grow and new people enter the industry. Vital to the industry’s on-going success in a future of increasing complexity and uncertainty are strong and durable networks, both throughout the industry and with other sectors. This theme creates opportunities for these relationships to be developed and continue being supported. (CRDC, 2013)

The Central Highlands Cotton Growers and Irrigators Association has been an active and highly functioning local growers association. It was incorporated in 1991 and has operated under its current constitution since then. Given recent changes by the regulator in relation to constitutions, the CHCG&IA have revised their constitution and have adopted the model rules as recommended by the Office of Fair Trading. The CHCG&IA need to develop a policy and procedure manual to support their constitution and ensure they meet any regulatory requirements.

Objectives

2. List the project objectives (from the application) and the extent to which these have been achieved.

The project will commence with a gaps analysis. From the findings, the project will be to create a policy and procedures manual to complement the constitution. This will include, but won't be limited to;

| Objective | Outcome |
|---|--|
| Meeting Procedures | ✓ Process PA – Committee Management Tool ✓ Run Sheet ✓ Template for Industry Updates |
| Meeting Document Templates | ✓ Process PA – Committee Management Tool |
| Checklists for Meeting planning | ✓ Outlined in Manual |
| Communication Strategies | ✓ Outlined in policy and Procedure manual |
| Compliance Calendar | ✓ Outlined in policy procedure manual |
| Sub – Committee Terms of Reference | ✓ Research and Technical Terms of Reference |
| Reporting Templates | ✓ |
| Position Description for Executive Positions and others | ✓ In manual |
| Financial Reporting | ✓ Implemented Xero ✓ Reporting Examples |

Methods

3. Detail the methodology and justify the methodology used. Include any discoveries in methods that may benefit other related projects.

Manual developed by McCullagh Solutions that includes:

The manual will include the following information;

- ✓ Overview and History
- ✓ Link to constitution
- ✓ ABN details
- ✓ Banking details
- ✓ Regulatory Body Information – Office of Fair Trading
- ✓ Insurance Details and Coverage
- ✓ Compliance Calendar – insurance due date, CA membership due etc
- ✓ Asset Registrar – Weather Stations etc
- ✓ Governance Structure
- Membership categories
- Management Committee Structure
- Roles and Responsibilities
- Sub-Committee and their terms of Reference
- Governance Structure with reference to Cotton Australia

- Membership
 - Membership of other Organisations
 - Financial Management
- Delegation of Authority
- Budget Planning
- Payment Procedures
 - List any contracts or commitments - eg CRDC, Menkens weather stations, ag college scholarship
 - Meeting Procedures Documents
- General Meeting and AGM Minutes
- Executive Meeting Agenda/Minutes
- Agendas
- Archive details
 - Links to Useful Websites
 - Event Management Tools
- Risk Assessment

Policy and Procedure Manual

Values Policy

- Confidentiality Policy and Form
- Code of Conduct

Governance Policy

- Conflict of interest Form

Financial Management/Control Policies

- Sponsorship Policy
- Authority to Sign Cheques/Internet Bank

Communications Policy

- Social Media Policy

Scope website design and cloud storage system.

Templates

Membership

Membership Application Form

Membership List

Meeting

Agenda Template

Minutes

Presentation template

Outcomes

4. Describe how the project's outputs will contribute to the planned outcomes identified in the project application. Describe the planned outcomes achieved to date.

McCullagh Solutions conducted a review of tools to support CGA processes, and developed a manual and policies to ensure transparency and ease of management.

5. Please report on any:-

- a) Feedback forms used and what the results were

No formal feedback forms have been presented.

- b) The highlights for participants or key learnings achieved

The manual will be a living document that needs to be kept updated. However, the framework will be utilised into the future.

- c) The number of people participating and any comments on level of participation

The CHCGIA executive were included in the process through updates at executive meetings as well as being included in the dropbox folder as the documents have been built.

Key highlights

- A CGA Manual was developed that incorporates important CGA information, processes and policies. As well as providing clarity around corporate governance, this manual helps to ensure changes to CGA executive are supported and roles and responsibilities are clear and well-articulated. [See attachment 1.](#)
- Following review of available programs, the CGA has subscribed to a board and management portal called Process PA. This program was selected based on affordability and useability. This program is appropriate for incorporated associations and not just targeting ASX companies. Features of this program include simple agenda templates, document storage, minutes and attendance registers and ability to assign action items.
- New accounting processes utilising an online program Xero, that ensures transparency and ensures that all CGA accounting information is available to all executive members.

Budget

6. Describe how the project's budget was spent in comparison with the application budget. Outline any changes and provide justification.

Please list expenditure incurred. (*Double click inside the table to enter the data*)

Conclusion

7. Provide an assessment of the likely impact of the results and conclusions of the research project for the cotton industry. What are the take home messages?

Strong CGAs provide the link between growers and R&D processes. Like many CGA's, the CH CG&IA has been challenged by inconsistent handovers, and lack of continuity between executives. This has affected confidence of members in stepping up to executive roles. This project has delivered processes and tools that support this transfer of knowledge and improve transparency and corporate governance.

Extension Opportunities

8. Detail a plan for the activities or other steps that may be taken:

- (a) To tell other CGAs/growers/regions about your project.
 - (b) To keep in touch with participants.
 - (c) For future projects.
- The manual and resources produced can be provided to other CGAs.
 - The topic of CGA corporate governance and processes would make an excellent workshop for a cotton conference or alternative meeting. This project could be presented along with discussion between other CGA representatives.