



COTTON
AUSTRALIA

STRATEGIC PLAN

2023-2028



OUR STRATEGY FOR 2023-2028



OUR PURPOSE IS TO ADVANCE THE AUSTRALIAN COTTON INDUSTRY

To deliver on our purpose and satisfy this vision, we will focus on five key priorities and some key strategies to realise each of them:



ADVOCACY

- Progress Policy Agenda
- Partner For Impact
- Engage Policy Makers
- Drive Demand
- Influence Global Landscape



TRUST

- Capture Relevant Data
- Enable Valuable Insights
- Showcase Responsibility
- Demonstrate Responsiveness and Accountability
- Pursue Purposeful Projects





SUSTAINABILITY

- Understand Barriers and Enablers to Certified Practices
- Restructure Certification
- Achieve Globally Recognised Impact
- Accelerate Grower Uptake
- Be a Sustainability Thought Leader



LEADERSHIP

- Guide R&D
- Celebrate Industry Achievements
- Foster Industry Leadership and Grassroot Participation
- Develop Workforce, Education and Training
- Enhance Biosecurity and Stewardship



GOVERNANCE

- Optimise Levy Payments
- Build Funding Resilience
- Structure To Add Value
- Align Resources
- Proactively Manage Risks



OUR VISION

In 2028, the Australian Cotton Industry will be thriving, trusted and in demand, with a strong reputation for reliability and quality. Growers and their industry partners will have confidence to continue investing for future returns, while meeting global sustainability standards for every bale of cotton produced.

PRIORITIES



ADVOCACY

Champion the industry's advocacy, positively influencing outcomes

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STRATEGIES

1.1 PROGRESS POLICY AGENDA

Develop & advocate a robust policy agenda with the cotton industry ensuring continual feedback and progress

1.2 PARTNER FOR IMPACT

Pursue partnerships that accelerate or extend policy impact, including non-traditional allies

1.3 ENGAGE POLICY MAKERS

Nurture relationships with policy makers in a changing political environment to enable successful lobbying outcomes

1.4 DRIVE DEMAND

Strengthen market access and Australian cotton's position as a fibre of choice

1.5 INFLUENCE GLOBAL LANDSCAPE

Understand, advocate and influence global initiatives and market access



TRUST

Credibly enhance the industry's reputation among all stakeholders

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2.1 CAPTURE RELEVANT DATA

Systematically collect, store, analyze, and maintain industry information

2.2 ENABLE VALUABLE INSIGHTS

Analyze and visualize data and market research to identify trends and opportunities to inform decisions and drive improvement

2.3 SHOWCASE RESPONSIBILITY

Implement marketing strategies that engage, educate, build trust and maintain market access while reporting on social and environmental impact

2.4 DEMONSTRATE RESPONSIVENESS AND ACCOUNTABILITY

Call out bad behaviours, respond to community concerns, own mistakes, stand up strongly when unfairly accused

2.5 PURSUE "HERE FOR GOOD" PROJECTS

Selectively pursue adjacent opportunities, projects and partnerships to help others that align with our purpose



SUSTAINABILITY

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Enable 100% of Australia's cotton farms to be sustainability-certified

3.1 UNDERSTAND BARRIERS AND ENABLERS TO ADOPTING CERTIFIED PRACTICES

Understand how to accelerate grower uptake and certified adoption of sustainable practices

3.2 RESTRUCTURE SUSTAINABILITY PROGRAM

Strengthen and simplify the program, processes and value proposition to better align industry needs with customer needs

3.3 ACHIEVE GLOBALLY RECOGNISED IMPACT

Ensure certified Australian Cotton has third party endorsement, is globally recognised, meets global governance standards, and can report impact

3.4 ACCELERATE GROWER UPTAKE

Invest in industry awareness and engagement, and grower training and implementation support to accelerate uptake of sustainable practices

3.5 BE A SUSTAINABILITY THOUGHT LEADER

Deliver direct value to farmers by influencing sustainability conversations and lead by example in CA's operations



LEADERSHIP

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Foster Industry Capacity, Collaboration and Resilience

4.1 GUIDE RESEARCH AND DEVELOPMENT

Play a leading role in industry research and initiatives

4.2 CELEBRATE INDUSTRY ACHIEVEMENTS

Initiate opportunities to celebrate learnings and success together

4.3 FOSTER INDUSTRY LEADERSHIP & GRASSROOTS PARTICIPATION

Nurture industry relationships, next generation leadership development and amplify grassroots voices

4.4 DEVELOP WORKFORCE EDUCATION & TRAINING

Attract, develop train and retain the workforces the industry needs now and for the future

4.5 ENHANCE BIOSECURITY AND STEWARDSHIP

Lead the industry's efforts in product stewardship and biosecurity



GOVERNANCE

5

Structure, govern and fund Cotton Australia effectively

5.1 OPTIMISE LEVY PAYMENTS

Clarify the levy value proposition, increase voluntary contributions and fairness

5.2 BUILD FUNDING RESILIENCE

Extract more value from existing activities, generate additional income sources

5.3 STRUCTURE TO ADD VALUE

Align Board, Management Organisational and CGA structure to the strategy and ensure succession plans

5.4 ALIGN RESOURCES

Align resources and equip the team to fulfil the strategy

5.5 PROACTIVELY MANAGE RISKS

Enable the industry and Cotton Australia to effectively anticipate and manage risks through proactive measures



OUR KEY PERFORMANCE INDICATORS



ADVOCACY

Champion the industry's advocacy, positively influencing outcomes

Number of successful advocacy campaigns or initiatives implemented and their impact on the industry

Positive stakeholder perception surveys measuring the organization's reputation as a champion of the industry

Successful implementation of the Strategic Roadmap For Australian Cotton

Increase the number of Brand engagements and products identifying Australian cotton



TRUST

Credibly enhance the industry's reputation among all stakeholders

Maintain the quality and quantity of data captured and shared

Increase in positive media and reduce the negative media coverage and sentiment towards the industry

External stakeholder surveys show increased trust levels in the industry and its products

Increase in social media engagement and positive sentiment



SUSTAINABILITY

Enable 100% of Australia's cotton farms to be sustainability-certified

Increased number and percentage of farms that have achieved sustainability certification

Increased amount of cotton produced from sustainability-certified farms

Reduction in environmental impact and improvement in sustainable practices

Global recognition of Australian cotton sustainability standard achieved



LEADERSHIP

Foster industry capacity and collaboration

Effective advice to CRDC provided and used to guide R&D investments to benefit industry

Strong industry participation and engagement in Cotton Australia led initiatives

Number of industry events, workshops, and training programs hosted

Maintaining the use and effectiveness of biotechnology traits and effectively dealing with any biosecurity incursions



GOVERNANCE

Structure, govern and fund Cotton Australia effectively

Increase in financial diversity, efficiency and effectiveness

Grower perception and engagement surveys positive for Cotton Australia performance

Number and impact of successful initiatives or projects funded by Cotton Australia

Successful team retention and succession planning



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