# Policy Development Framework

Prepared by Ron Levers, Operations Manager GPA
Pete Mailler, Chair Grain Producers Australia
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## Purpose

The Policy Development Framework (the framework) is the key business process of Grain Producers Australia. The framework is used to develop well researched and responsible policy to protect and promote Australian grain producers.

The Grain Producers Australia has developed this framework so that:

- statutory obligations are met for the oversight of GRDC for and on behalf of grain producers under the PIERD Act
- the grains industry, in conjunction with Plant Health Australia, determines appropriate responses to biosecurity incursions
- tangible benefits to producers are delivered through robust policy formulation and clear articulation of policy positions
- stakeholders can see how GPA acknowledges, assumes responsibility for and is transparent about the development and impacts of its policies for grain producers
- key roles and responsibilities within GPA are clearly defined to determine and manage grains industry policies.

## Structure of the Policy Development Framework

The framework is an integrated package that relies on a number of key governance documents and a robust information management infrastructure. The governance documents include the GPA Constitution; the GPA Proposal; The GPA Board Charter; and Terms of Reference for the Policy Review Committee. These documents can be accessed through the GPA website at www.grainproducers.com.au.

The information management infrastructure consists of a new GPA website, a new SharePoint intranet site developed for collaborative work by geographically dispersed teams and improved records management processes.

The Policy Development Framework can best be understood in the context of the history of GPA, which is set out the **Background** section of this document.

The framework is strongly embedded in the culture of GPA. The next section, **How We Will Operate,** sets out the ethical framework in which all GPA Directors, committee members and staff must operate. This section of the paper also illustrates how the framework fits into the GPA policy cycle and outlines GPA's commitment to stakeholder engagement. The section **GPA Organisational Elements Involved in Policy Development** sets out the roles and responsibilities of each organisational element involved in the Policy Development Framework.

The final section**, Policy Development Process**, sets out the detailed process and procedures that the organisational elements are required to undertake when developing policy within GPA. There are number of checklists within the procedures that outline the minimum level of queries that should be raised in assessing the quality of the process/output.

The Appendix has a number of templates to assist stakeholders and staff in meeting procedural requirements.

The Policy Development Framework is a living document and will be reviewed and updated on an ongoing basis. GPA has committed to undertake a formal evaluation of the Framework within six months of its promulgation.

# Background

Grain Producers Australia (GPA) represents Australia's broadacre, grain, pulse and oilseed producers at the national level. Broadly stated, GPA was created to foster a strong, innovative, profitable, globally competitive and environmentally sustainable grains industry in Australia. The objectives of GPA are to

- establish a strong independent national advocate for grain producers based on a rigorous and transparent policy development process
- engage all sectors of the Australian grains industry to ensure operation of the most efficient and profitable grain supply chain
- facilitate a strategic approach to Research, Development and Extension (RDE) intended to deliver sound commercial outcomes from industry research.

GPA is the ultimate outcome of two grains industry roundtables run by Grains Council of Australia (GCA) in October 2009 and February 2010. GCA was the former recognised peak national grain producer representative body and initiated the roundtables because it had been crippled by a fractured membership and severely limited in its financial capacity for several years. The GCA membership and funding model relied heavily on state farming organisations (SFOs).

GPA is a not for profit company limited by guarantee and is accountable to its members through board elections and annual review of operations. The GPA Board is directly accountable to grain producers in the same way a corporate board is accountable to its shareholders. The charter of the GPA Board is to provide representation for Australia's grain producers and to foster a culture of service within GPA.

GPA has voluntary membership drawn directly from the community of grain producers. The members pay an application fee and an annual subscription fee which are intended to be the main source of funds for GPA. This funding model provides an equitable system where all producers can contribute to the advocacy at a national level and alleviate the financial burden on the state based groups to fund the national structures.

The Board is responsible for effective allocation of members' funds for policy development. The board also provides oversight of internal procedures to ensure GPA delivers well developed policy positions and responses about the industry for and on behalf of producers.

The GPA Board appoints the Policy Review Committee (PRC), whose function is to provide guidance to GPA staff in developing appropriate responses to emerging issues. The PRC provides assurance to the board that the policies meet an appropriate quality standard. The PRC does not engage directly in policy development, rather it is charged with implementing and maintaining the Policy Development Framework to enable GPA staff to engage and empower stakeholders with the responsibility of developing policy for the grains industry.

The Policy Development Framework was originally conceived by a working party commissioned through the roundtable process and was outlined in the Grain Producers Australia Proposal. The interim GPA Board gained support and funding from Grain Growers Ltd to further develop and implement the framework. The outputs for this project include documenting the policy process and building an information technology infrastructure to support the initial implementation of the framework. The project is just the first stage in an ongoing program to continuously improve policy development and representation in the grains industry.

Further information about the history of GPA can be found at www.grainproducers.com.au.

# How We Will Operate

## Code of Ethics and Conduct

In order to be successful in developing robust policy outcomes, the GPA Board is conscious of the need for GPA to build and maintain the highest levels of trust and confidence in its relationships with its members, government and other stakeholders.

To promote that trust and confidence, the GPA Board created the GPA Code of Ethics and Conduct which sets down the values that it believes must inform its own decision making and behaviour and that of each director, employee of GPA, and member of GPA committees and working groups, at all times. This means that members of all the key organisational elements within the Policy Development Framework should:

**Comply with the law, good judgment, common sense and the highest levels of ethical conduct**

- Behave honestly and with integrity at all times in their decision making and dealings on behalf of GPA
- Avoid conflicts of interest or conflicts of duties which could, or could reasonably be perceived to, interfere with their independent judgment on behalf of GPA
- Always consider diverse perspectives to ensure that decision making takes into account the best interests of the whole grains industry
- Behave transparently and with openness, subject to the need to protect confidential information wherever required to do so.

**Protect the reputation and credibility of GPA**

- Consciously work to build and maintain GPA's reputation for independence and transparency in its policy formulation role on behalf of the Australian grains industry
- Engage whatever diverse perspectives and input are necessary to support the credibility of the policy formulation process and the final policy decisions
- Not let intermediaries impede decisions or engagement with the policy formulation process or distort the integrity of that process in any way
- Develop clear value propositions for the industry in all decision making on its behalf
- Always operate commercially and with accountability to GPA's members and broader stakeholders
- Protect GPA, its assets and interests at all times
- Only use GPA assets for GPA business.

**Treat people fairly and with respect**

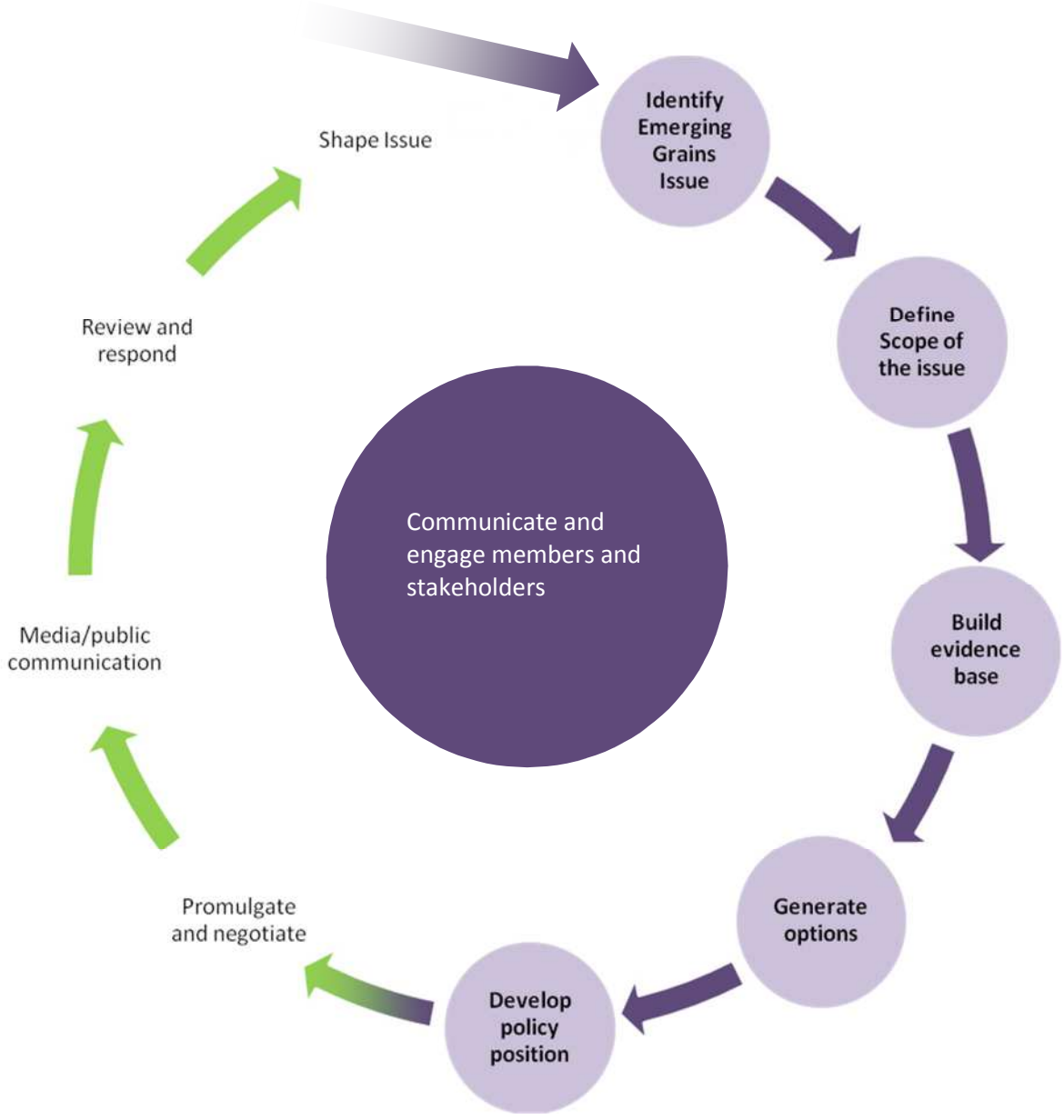
- Undertake to do what they say they will do on behalf of GPA
- Communicate openly and clearly
- Listen patiently and respectfully to competing or diverse views
- Work to avoid factionalism or divisiveness in the grains industry.

**Work to build a sustainable Australian grains industry**

- Model and promote mature behaviour and the development of united thinking about the broad concept of industry good
- Nurture leadership of the broader grains industry, fostering and developing talent
- Engage with younger members of the industry
- Promote innovation
- Promote diversity within a united industry
- Seek opportunities for engagement in the work of GPA and consciously work to refresh leadership
- Seek strategic alignment and alliances with appropriate partners for the good of GPA and the broader grains industry.

## Policy Development in GPA

Developing policy within GPA is about being able to respond to the issues that have a direct impact on the grains industry. In general policy is a continuous and iterative process that begins with identifying and scoping an issue, through policy development and finally into communicating a response and shaping the issue. The **GPA policy cycle** is illustrated below.




The Policy Development Framework is a part of the GPA policy cycle and is shown as the highlighted steps in the diagram above. In effect, the framework is concerned with providing the best model of accessing diverse stakeholder views when developing a response to a grains issue. Once the policy has been developed, GPA uses the policy in its advocacy role as shown in the remainder of the policy cycle.

**Identify Emerging Grains Issue**
GPA has been established to address issues of national significance to grain producers. These issues have an impact across a number of states or regions and will require engagement with multiple grower groups or organisations. GPA will also address those issues that have an impact on the supply chain and therefore must deal with the competing interests.

Within the GPA operating environment, issues emerge through a variety of formal and informal mechanisms. The GPA Constitution and Proposal outline a number of formal mechanisms for members to raise issues, which include the Regional General Meetings and Annual General Meetings. GPA officials, i.e. regional Directors and Policy Officers, are responsible for managing relationships with stakeholders within their specific regions and policy responsibilities. Through this engagement, issues are able to be raised which then can be submitted to GPA for consideration. Also, GPA has developed a new website which incorporates a number of features that will allow stakeholders to submit issues for consideration.

**Define the Scope of the Issue**
A critical decision point in the GPA policy cycle occurs when defining the scope of the issue. It is here that GPA must determine whether to address the issue or seek another organisation to develop a response to the issue. Members and stakeholders must be assured that GPA is investing time and money in issues that fall within its remit as outlined in the GPA Constitution.

All issues will be directed to the Policy Officer/s within GPA who will, in conjunction with the Policy Review Committee, assess the issue and determine the most appropriate approach to address the issue. In the Policy Development Framework the approach is called a Pathway.

There are four pathways for GPA to address issues raised by stakeholders. The application of each pathway is determined by Pathway Decision Checklist which objectively defines an issue. . The checklist has been designed to provide Policy Officers and the PRC with a way to quickly gauge their understanding of an issue prior to making a decision on which pathway to employ. The template is attached in the Appendix 1.

The four pathways are:

1. **Refer:** If the issue is not a national issue or would be better addressed by another organisation then GPA will refer the issue to the most suitable body or agency.

2. **Action and Inform:** If the issue requires an immediate or urgent response, then the GPA Board is empowered to act on the issue and communicate this to stakeholders for feedback and review.

3. **Develop and Consult:** If the issue does not require significant amount of research and time to develop a draft policy position, the Policy Office proceeds to develop the position paper and tests it through a consultation process with stakeholders. This approach must be recommended by the PRC as the depth and breadth of consultation may have an impact on the quality of the final policy position.

4. **Empower Stakeholders:** If the issue impacts on a large number of diverse stakeholders, the PRC may recommend that a working group be established to investigate the issue. The Policy Officer's role in this situation is to facilitate and support the working group in developing the policy. The PRC will provide assurance to the Board that the policy has been developed through a quality process.

If an issue is not well defined by the Submitter, or the issues is not urgent or of a sufficiently critical nature to the industry, then the Policy Officer will negotiate an appropriate course of action with the Submitter. This may result in a revised issue being submitted at a later date, flexible time frames for developing a position, or even an agreement to not take any further action.

Each pathway will have resource implications for GPA and the Board must decide the priority for investing in issues that will follow an Empower Stakeholder Pathway. A business case must be prepared for the Board that includes a cost benefit analysis and GPA will then seek to enter into partnerships and alliances with appropriate stakeholders to spread the investment risk.

## Stakeholder Engagement

A central feature of the policy development framework and the GPA policy cycle is the willingness to engage our members and stakeholders. The key commitment to industry, in developing GPA, was that the organisation be open, transparent and accountable in the way it develops policy.

GPA is commercially focused and committed to increasing returns to producers through constructive engagement with the broad range stakeholders in an effort to improve the strength and efficiency of the entire grains supply chain. Stakeholders are those individual grain producers, groups of individuals, organisations and government organisations that affect and/or could be affected by GPA's activities, policies, services and associated performance.

The key guiding principles for GPA stakeholder engagement are that GPA:

- values active stakeholder participation in policy development processes
- will deal with issues of significance to our stakeholders and GPA
- will continually strive to understand the concerns, views, needs and expectations of stakeholders
- will ensure that during engagement, the roles and responsibilities of stakeholders and GPA are clearly articulated
- will allow adequate time for consultation and engagement processes where possible
- will provide information and services during policy development process that are objective, complete and accessible
- will account for the use of stakeholders inputs received through the policy development process
- will engage our stakeholders in a manner that will improve respect and trust of GPA.

These principles have been adapted from the OECD stakeholder participation framework (*OECD 2001, Citizens as Partners: Information, Consultation and Public Participation in Policy Making*, Paris p.75)

Processes for engagement of GPA stakeholders will be informed by the AA1000 Stakeholder Engagement Standard 2011. Successful engagement with stakeholders within the Policy Development Framework depends on understanding why to engage, what to engage on and who needs to be involved.

# GPA Organisational Elements Involved in Policy Development

## Policy Review Committee

The Policy Review Committee (PRC) membership will initially be limited to six members, which includes three Board directors and one committee member per region. The membership may be expanded to nine members, by adding one more committee member per region. The PRC will be responsible for the integrity of the Policy Development Framework. For this reason, PRC members should be drawn from the GPA membership and must be willing and able to contribute to the work of the committee.

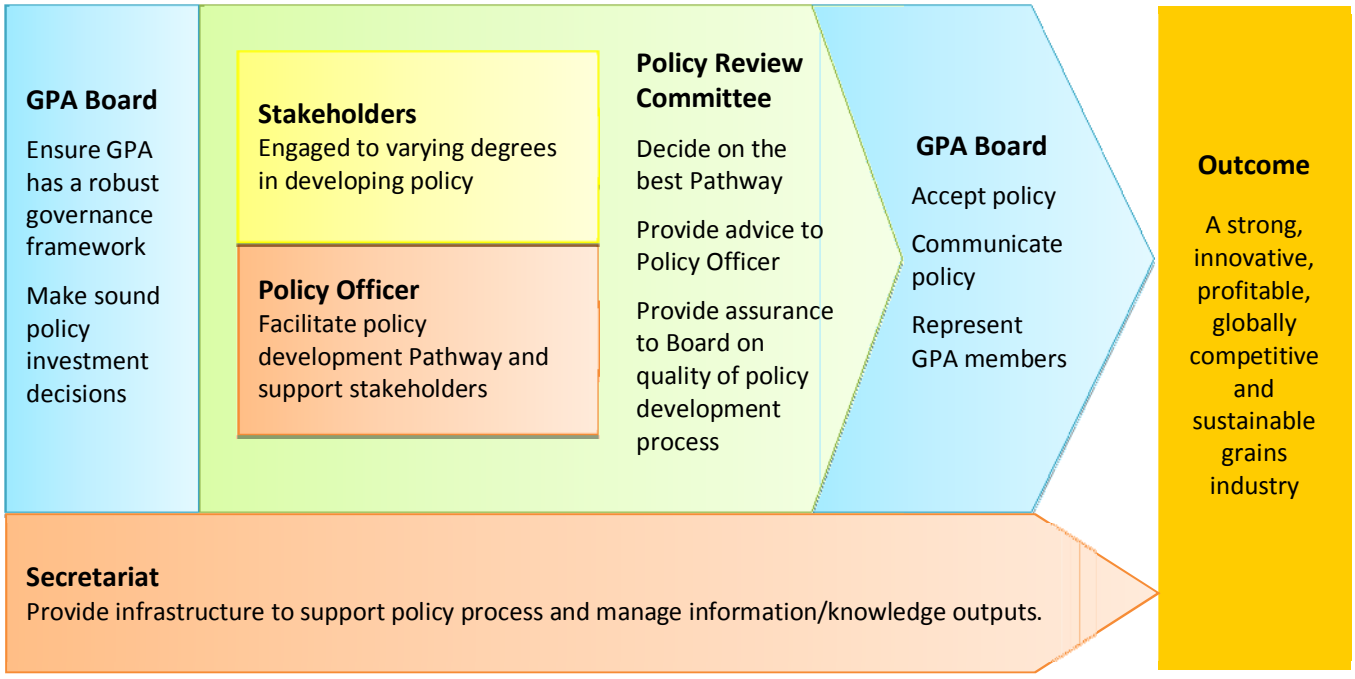
**Capabilities for the Policy Review Committee as a whole**

The GPA Board, in selecting members for the PRC, should ensure that the PRC has the following capabilities:

- passion and commitment
- relevant interest and experience
- sufficient industry coverage/perspective including geography and policy portfolios
- capacity to take an objective view with interest of the whole industry paramount
- commercial acumen
- conceptual or technical skills that can add value.

## Roles and Responsibilities of Organisational Elements

The organisational arrangements for the policy development framework can be summarised as follows:

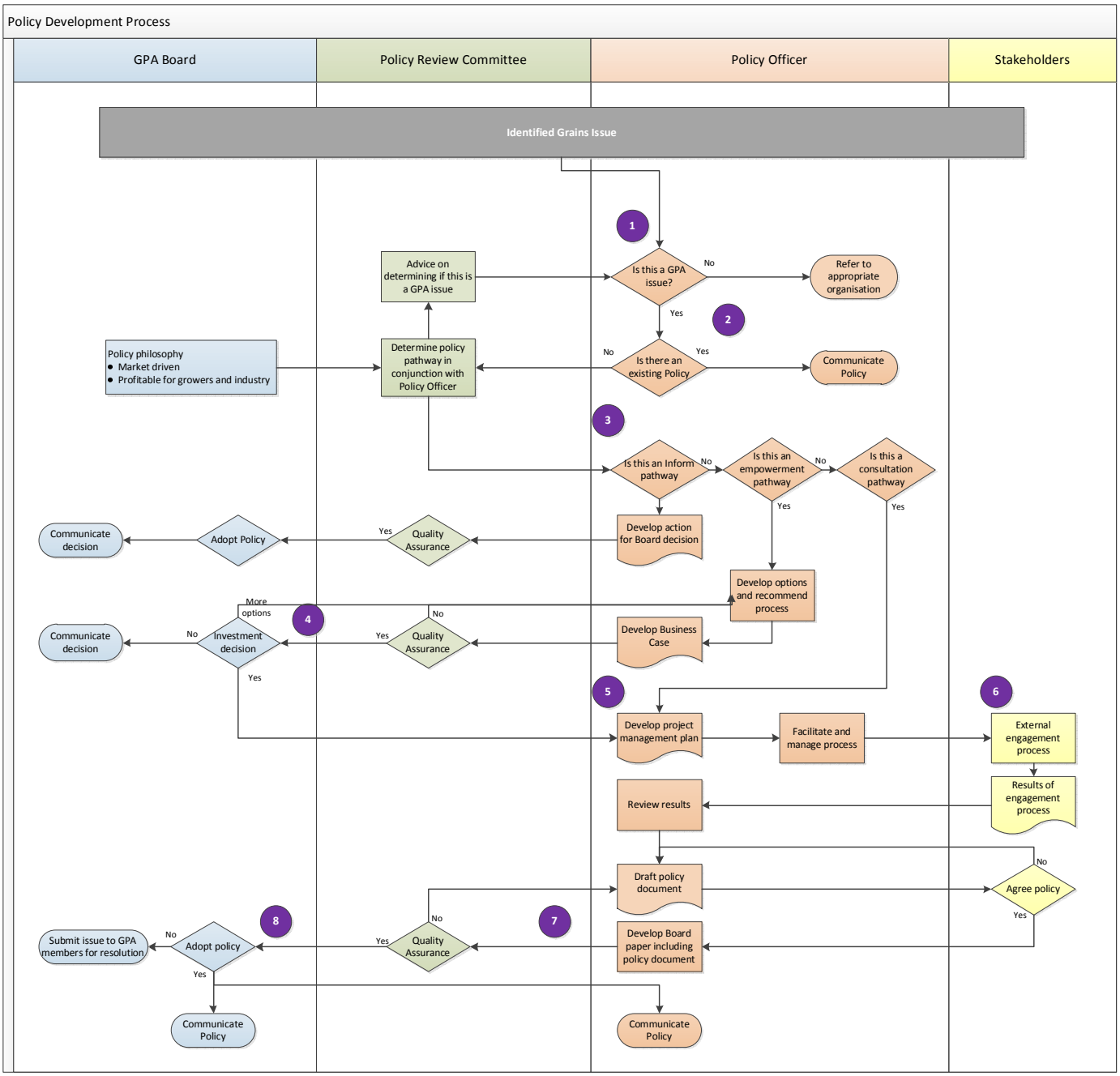


The following list outlines the roles and responsibilities in more detail.

| Role | Responsibility |
|---|---|
| **GPA Board** | |
| Owner of GPA Policy and sponsor of policy development | • ensure GPA has a robust governance framework in which to operate<br>• ensure the Policy Review Committee has the capabilities and resources to discharge their responsibilities<br>• decide to invest in policy development that has a strategic benefit to grain producers<br>• decide to adopt policy on recommendation from Policy Review Committee<br>• decide if an issue should be submitted for consideration by GPA membership<br>• communicate GPA policy<br>• advocate on behalf of the membership of GPA and industry |
| **Policy Review Committee** | |
| Steward of the GPA policy development framework | • ensures controls are in place to provide robust policy development outcomes for GPA, including development and maintenance of protocols and procedures<br>• advise the Board on prioritising emerging issues<br>• determine, in conjunction with Policy Officers, the most appropriate Pathway for each policy development initiative<br>• determine the capability and composition of working groups as required<br>• keep at arm's length from the actual work of developing the policy<br>• provide advice to Policy Officers<br>• provide assurance to the GPA Board that the process to develop policy documents is of an appropriate quality |
| **Policy Officer** | |
| Manage policy development initiative | • project manage policy development initiatives to deliver outcomes within agreed resources and constraints<br>• develop business cases to inform Board policy investment decisions<br>• develop all levels of stakeholder engagement processes – inform, consult and empower<br>• facilitate and support stakeholders engaged in policy development<br>• deliver the outputs of policy development initiatives to the PRC and GPA Board |
| **Stakeholders** | |
| Develop industry policy | • work in collaboration with other stakeholders to develop policy<br>• approve the policy document<br>• provide feedback on policy development process |
| **Secretariat** | |
| Steward of policy development outputs | • provide infrastructure that enables all elements to contribute to the successful development and communication of policy<br>• ensure information and outputs are readily accessible<br>• undertake regular evaluation of policy development framework. |
| **Submitter** | |
| Submits issue to GPA | • an individual or organisation, including GPA office holders or employees submit issues for GPA to consider<br>• available to assist Policy Officers define the scope of the issue. |

# Policy Development Process

The following flowchart outlines the detailed process for developing policy within GPA.




The next section outlines the minimum set of procedures that GPA deems necessary to deliver quality policy documents. Some of the steps in the process have been combined for ease of reading and the numbers in the diagram mark the point where a key decision is taken or a major process commences

1. Identify the grains issue
2. Determine if there is an existing policy
3. Determine the policy development pathway
4. Approve the policy investment
5. Manage the policy development process
6. Stakeholder engagement
7. Quality assurance of the policy document
8. Board consideration of the policy document

# 1. Identify the Grains Issue

**Purpose**

Provide a process for stakeholders to raise and submit grains issues to be considered by GPA.

**Procedures**
A grains issue will be submitted to the relevant Policy Officer. Each issue must clearly identify

- the name and contact details of the submitter
- the industry segment represented by the submitter
- a description of the issue
- supporting information on the scope, nature, cause and impact of the issue
- the industry stakeholders affected by the issue
- level of Submitter's willingness to support policy development initiative.

The GPA Secretariat will maintain a *Grains Issue template* on the GPA website that will assist Submitters bringing issues to the attention of GPA (see Appendix 1)

The Policy Officer will acknowledge receipt of the grains issue and will keep the Submitter up to date on the progress of their issue.

The Policy Officer will assess the submitted grains issue to ensure that it falls within the scope of GPA activities and has sufficient detail to allow analysis and decision making by GPA. The Policy Officer may liaise with the Policy Review Committee and Board members to determine if the issue falls within the GPA remit.

The key questions that must be addressed in determining whether this is a GPA issue

- Does the issue impact on the commercial value and long term future of grain producers?
- Does this issue have implications across state or regional boundaries?
- Should the issue be resolved at the regional or state organisation level?
- Is this an issue that would be better addressed by another national organisation?

All grains issues assessed as being outside the scope of GPA's role must be forwarded to the most appropriate organisation by the Policy Officer.

The Policy Officer must inform the Submitter of any action taken on the issue.

Grain issues that are received and are assessed as being within the scope of GPA activities will be posted in the members' area of the GPA website by the GPA Secretariat. There will be some issues that for privacy or commercial sensitivity may need to be excluded from being published on the website. The Submitter will be informed of this decision by the Policy Officer.

## 2. Determine if there is an Existing Policy

**Purpose**
To determine if there is an existing GPA policy that addresses a submitted grain issue.

**Procedures**
The Policy Officer is to check if there is an existing policy and notify the Submitter of the outcome of that investigation.

If there is no existing policy, the Policy Officer is to submit the issue to the Policy Review Committee (PRC) for consideration. See Section 3 - Determine the Policy Development Pathway.

The Policy Officer will notify the Submitter that the issue has been referred to the PRC. The GPA Secretariat is to update the grains issue information on the GPA website, unless there are any concerns about privacy or commercial confidentiality.

If there is an existing policy, the Policy Officer will inform the submitter of the policy and close the issue. This information will be posted to the members' area of the GPA website by the GPA Secretariat.

# 3. Determine the Policy Development Pathway

**Purpose**
To design a robust policy process to address a grains issue.

**Procedures**
The Policy Officer is to submit the grains issue to the Policy Review Committee (PRC) outlining possible Pathways to developing a policy that addresses the issue.

The PRC will consider the proposal and, in conjunction with the Policy Officer, will determine the most appropriate Pathway and analytical processes to address the issue and develop the policy.

The PRC will recommend the Pathway. This may involve informing, consulting or empowering stakeholders. If a Working Group is suggested, then the PRC will determine the capabilities required and composition of a proposed Working Group.

In the situation where an Empower Stakeholder Pathway is recommended, the Policy Officer will develop a business case for submission to the GPA Board of Directors. The contents of the business case will

- outline the policy issue to be addressed
- identify the scope of the issue, the business drivers and alignment with GPA activities
- identify and analyse options for policy development
- recommend a course of action
- identify partners willing to resource the process
- outline resource implications and, if necessary, have a cost benefit analysis.

The Business Case Template is in Appendix 1.

The PRC provides assurance to the Board that the Business Case addresses the critical issues that assist the Board in making informed decisions. The following questions may assist the PRC to determine whether to endorse the Business Case.

- Is the subject matter clear and well formulated?
- Are the options well specified?
- Has this proposal been considered previously? If so, why is GPA revisiting it?
- Do the business case and related papers contain sufficient information?
- Does the business case give a realistic disclosure of estimates of costs?
- Do we need to make a decision immediately?
- Do we need to obtain additional information?
- How accurate is the stakeholder analysis?
- Has GPA identified potential allies or partners for the recommended option?
- Do we need an opinion from an independent, external advisor?
- Have success criteria been established to monitor quality and progress of the process?
- Is the return on investment realistic?
- Does the Board need to review the policy or the process at a later date? If so, when?

# 4. Approve the Policy Investment

**Purpose**
To make an informed decision to invest in a policy development initiative.

**Procedures**

The Board is responsible for allocating resources to policy development initiatives based on the Business Case submitted by the Policy Officer.

This decision should be based on careful analysis and consider the following questions

- Does the business case demonstrate alignment with GPA's vision, mission and values?
- Will addressing this policy issue assist us in achieving GPA's goals?
- Has Policy Review Committee given assurance that the policy development process will meets the required quality standards?
- Are one or more people strong advocates for a particular course of action?
- Have counter arguments and alternatives been adequately explored?
- Has a balanced case been made for the proposed course of action?
- Have one or more Board members taken a "black hat" role in the discussion?
- Has the Board been given sufficient time to discuss the business case?
- Has a sensitivity analysis been done on the most likely outcome of the policy?
- Has the impact on all relevant stakeholders and GPA been considered?
- Have all the risks associated with this policy issue been considered, assessed and where possible, addressed?

The minutes of the Board meeting must reflect the outcome of the consideration of the Business Case.

After the Board meeting, the Policy Officer is to advise the Submitter of the outcome of Board consideration of the Business Case.

The GPA Secretariat will update the information on the progress of the grains issue on the GPA website.

# 5. Manage the Policy Development Process

**Purpose**

To ensure the policy development process is well managed and the outcomes are achieved.

**Procedures**

The Policy Officer will develop a project management plan that is fit for purpose and outlines

- the scope of the policy development process
- what resources are required and how they will be managed
- how to facilitate and support the working group and/or stakeholder engagement process so that GPA meets the requirements of stakeholder engagement principles outlined on page 7, including
    - clear understanding of the purpose of the process
    - clear scope and plan of the process
    - clear ownership, roles and responsibilities for all stakeholders involved
- major milestones and the project schedule
- quality management plan
- risk management plan
- communication plan and reporting obligations.

The Policy Officer facilitates and manages the policy development process, ensuring effective engagement by the external stakeholders.

The Policy Officer will ensure draft policy documents and final policy documents are reviewed by the relevant stakeholders.

GPA policy is to be

- *evidence informed* – based on the best available information about the issue
- *inclusive* – recognises the interests of a range of stakeholders
- *strategic* – contributes to the overall vision of a competitive grains industry and the mission of GPA
- *joined up* – works across the supply chain
- *realistic* – takes into account the realities faced by those responsible for implementation
- *flexible* – can be applied in a range of settings
- *outcomes orientated* – focuses on delivering benefits to the grains industry.
  (Adapted from Owen, Program Evaluation,2006)

The Policy Officer will ensure stakeholders are kept informed on the progress of the project.

The Policy Officer is to inform the Submitter of the progress of the issue and when the policy is likely to be considered by the Board.

# 6. Stakeholder Engagement

**Purpose**

To ensure the stakeholder engagement process is well managed and the outcomes are achieved.

**Procedures**

The Policy Officer is to develop a stakeholder engagement plan that is fit for purpose and outlines the level of engagement with stakeholders. The engagement plan is to include the following:

1. **The purpose of the engagement (why to engage),**

2. **The scope (what to engage on)**

3. **The methodology for identifying stakeholders to be involved**

   The Policy Officer will develop a profile and map the stakeholders affected by the policy issue. The profile should seek to understand each stakeholder's:

   - knowledge of the issues associated with the purpose and scope of the engagement
   - expectations of the engagement
   - existing relationship with GPA
   - willingness to engage
   - level influence
   - capacity to engage
   - relationships with other stakeholders.

4. **GPA and stakeholder roles and responsibilities**

   The Policy Officer will clearly outline the roles and responsibilities of all participants in the policy development process.

   Where the level of engagement requires active participation of stakeholders, the Policy Officer will facilitate and support the stakeholders.

   The stakeholders will approve the policy document produced through the engagement process.

5. **The level and method of engagement**

   The level of engagement will be decided in conjunction with the Policy Review Committee. Levels of engagement can be classified into three categories

   - **Inform** – a one-way relationship in which GPA produces and delivers information for use by stakeholders.
   - **Consult** – a two-way relationship in which stakeholders provide feedback (either their views or opinions) to a policy position paper developed by the GPA.
   - **Empower** – stakeholders actively engage in a Working Group that proposes policy options, shapes the policy dialogue and adopts the final policy document.

6. **Boundaries of disclosure.**

   The Policy Officer is to establish the boundaries of disclosure of the engagement and will clearly communicate these boundaries to the stakeholders.

# 7. Quality Assurance of the Policy Document

**Purpose**
To ensure the policy document meets the standard required for Board consideration.

**Procedures**

The Policy Officer is to submit the policy document to the Policy Review Committee.

The Policy Review Committee's role is to provide quality assurance for the policy document. Some questions that may be considered are:

- Is the policy clearly set out and does it address the questions set?
- Does the policy meet the success criteria outlined in the business case?
- Is the policy practical and relevant?
- Are all assumptions clearly stated?
- Is the policy analysis supported by accurate and reliable evidence?
- Was the breadth of literature reviewed adequate and recent?
- Were an adequate range of alternatives explored?
- Is the policy consistent with the GPA Code of Ethics and Conduct?
- What evidence is there of appropriate consultation with stakeholders and affected interests?
- Is there an evaluation review and date suggested?

The Policy Review Committee (PRC) may endorse the policy document and recommend that the policy document be put forward for consideration by the GPA Board.

# 8. Board Consideration of the Policy Document

**Purpose**

To gain Board approval for the policy position and communicate the policy.

**Procedures**

The Policy Officer is to submit a PRC endorsed policy document to the Board.

A communication strategy and media release must be included as part of the submission to the Board.

All public communication of policy positions must be made by the GPA Board of Directors.

The Policy Officer will inform the Submitter of the outcome of the Board deliberations.

If approved, the policy document will be published on the members' area of the GPA website.

The Policy Officer shall ensure all pertinent records are appropriately filed for future reference.

The Policy Officer is to inform the Secretariat of the date for evaluation of the policy.

# Appendix 1 - Templates

## Grains Issue Template

| | |
|---|---|
| **Name of Submitter** (*company or individual*) | **Date** |
| **Contact Name** | |
| **Phone** | **Email** |
| **Industry Segment Represented** (*what stakeholder group do you represent, if not put not applicable*) | |
| **Describe the Issue** | |
| **Supporting Information** *(provide detailed information on the nature of the issue, cause, driver, etc. that will assist GPA to understand the issue)* | |
| **Support** *(provide the level of financial/human resource/technical support that you are able to supply to assist GPA develop the policy)* | |

# Pathway Decision Checklist

| ISSUE | | ACTION |
|---|---|---|
| Is it clear what is the issue that needs to be addressed (both the cause and the effect)?* | → No | Seek clarification from Submitter |
| ↓ Yes | | |
| Is the issue something that needs to be addressed at this time?* | → No | **Negotiate Action**<br>Determine appropriate timeframe and actions to address issue. Confirm with Submitter. |
| ↓ Yes | | |
| Does it have a significant quantifiable impact on the grains industry? | → No | **Negotiate Action**<br>Determine appropriate timeframe and actions to address issue. Confirm with Submitter. |
| ↓ Yes | | |
| Is this a *GPA issue* (a significant national issue? | → No | **Refer**<br>Refer to State Farming Organisations or other appropriate organisation. No further GPA action. |
| ↓ Yes | | |
| Is the issue an emergency response?<br>Does the timeframe of the issue preclude wide consultation? | → Yes to either | **Action and Inform**<br>GPA determines and implements appropriate action, then informs members and stakeholders of decision and outcome and seeks feedback. |
| ↓ No to both | | |
| Is this a complex issue requiring significant input from growers?<br>Is the issue contentious? | → No to both | **Develop and Consult**<br>GPA does research and develops draft policy position. GPA consults with members and stakeholders to refine final policy position prior to release |
| Yes to either → | | **Empower Stakeholders**<br>GPA facilitates an engagement process with relevant and capable stakeholders who develop policy. Seeks alliances and partnerships to spread investment risk. |

| Conclusion / recommendations: | | |
|---|---|---|
| Person assessing | Name: | Date: |

*Adapted from Investment Management Standard Edition 4, Doing the things that matter most.

## Business Case Template

Key Elements of GPA Business Case for Policy Development

**BUSINESS NEED**

*Briefly summarise the policy issue/opportunity that you propose to address*

**BUSINESS DRIVERS**

*Briefly summarise the business drivers for this issues, e.g. legislative responsibility*

**OBJECTIVES**

*Summarise the objectives for this initiative.*

**SUCCESS CRITERIA**

*How will GPA know if an objective has been achieved?*

**STAKEHOLDER ANALYSIS**

*List the stakeholders that need to be consulted and engaged. Define the context of their involvement and likelihood of allies/partners for the initiative.*

**IDENTIFY AND ANALYSE OPTIONS**

*List the process options that were identified for policy development. Compare the options and recommend one option.*

**BENEFITS**

*The measurable business value resulting from undertaking this policy development initiative. Address quantitative and tangible business benefits in terms of what will be improved, what issues will be reduced or what the benefit will be to the industry.*

**ALIGNMENT WITH GPA PRIORITIES**

*Identify which of the strategic priorities that will directly benefit from the successful completion of the proposed policy development initiative.*

**RISK OF NOT UNDERTAKING THIS POLICY DEVELOPMENT INITIATIVE**

*Identify and quantify the actual or potential impact on GPA, its members or industry if this policy development initiative was not approved.*

**RESOURCES**

*People – staff, stakeholders, participants*
*Time*
*Dollars*
*Other*

## Project Management Plan

**PROJECT BACKGROUND**

*Briefly summarise the policy issue/opportunity that you propose to address*

**OBJECTIVES**

*Summarise the objectives for this initiative. Does the objective clearly state what it is that the project will deliver and does it translate the desired outcomes into specific defined objectives?*

**SUCCESS CRITERIA**

*How will GPA know the objective has been achieved?*

**CONSTRAINTS**

*What parameters will constrain or limit flexibility of delivery on project objectives?*

**ASSUMPTIONS**

*What assumptions have been made to assist with the planning of the project?*

**RISK ASSESSMENT**

*What are the probable factors/changes in the operating environment that we must take into account? Who are the key stakeholders and outline their anticipated expectations and needs? Who needs to be consulted and engaged? Define the context of their involvement and likelihood of allies/partners for the initiative.*

**METHODOLOGY**

*Outline how the objectives and specific products of the project will be delivered. What are the key milestones for the project? For projects greater than two months, insert a project schedule.*

**PROJECT GOVERNANCE ARRANGEMENTS**

*Outline the roles and responsibilities of the project team and stakeholders who will be engaged. What are the key project reporting arrangements?*

**RESOURCES**

*People – staff, stakeholders, participants*
*Time*
*Dollars*
*Other*

## Stakeholder Engagement Plan

**PURPOSE**

*Outline the objectives of the stakeholder engagement.*

**SCOPE OF ENGAGEMENT**

*Outline what will be engaged on and the level of engagement.*

**METHODOLOGY FOR IDENTIFYING STAKEHOLDERS**

*Outline the process for identifying stakeholders that are included in the engagement process.*

**GPA AND STAKEHOLDER ROLES AND RESPONSIBILITIES**

*Outline the roles and responsibilities of the project team and stakeholders who will be engaged.*

**METHOD OF ENGAGEMENT**

*Outline the major chunks of work and the specific products the engagement will deliver.*

**BOUNDARIES OF DISCLOSURE.**

*Outline the boundaries of disclosure of the engagement for stakeholders and GPA.*

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