

AWI RESPONSE & IMPLEMENTATION PLAN: 2012-2015 REVIEW OF PERFORMANCE

	RECOMMENDATION	AWI RESPONSE	AWI'S IMPLEMENTATION PLAN
1	A strategic benefits framework should be developed and applied to fully demonstrate the value add and synergies that are being achieved for woolgrowers across Programs and from investments made by others as a result of AWI's efforts.	<p>AWI Agrees with this recommendation</p> <p>With the ongoing evolution of AWI's M&E Framework, a culture of reporting and monitoring has become embedded within the business. This recommendation will allow AWI to report more fully to growers.</p>	<p>AWI will look to expanding the way it reports and monitors its activities. Traditionally AWI has only accounted for and reported on the direct impact of its investment in areas. However consideration for how AWI investment acts as a catalyst for others to invest and thereby leveraging growers' levies even further should be monitored and reported.</p> <p>Milestone for Delivery - commenced 30 June 2016</p>
2	Communication of strategic benefits should be included in future consultation plans (such as for the development of the Strategic Plan) and in extension sessions so as to help all woolgrowers fully understand AWI's efforts on their behalf.	<p>AWI Agrees with this recommendation</p> <p>Between 2012-15 AWI has focused on improving its communications and engagement with woolgrowers. In the past 12 months AWI has commenced communicating benefits delivered which have not previously been captured in the formal reporting.</p>	<p>AWI will continue to improve and expand the way it communicates the outcomes of its investments to growers. This will not be limited to the traditional forms of communications and consideration for including this type of information to growers in AWI funded forums and networks such as the state based extension networks will also be considered if appropriate.</p> <p>Milestone for Delivery - Implemented by 30 June 2016</p>
3	The AWI Board should work closely with the AWI Independent Governance Advisor in the course of the next Review period to evolve to a full skills matrix to be included in the Board Charter, reviewed annually, and used in the Nominations Process. This Matrix would evolve and improve the current documentation in time to inform the 2017 Director election process.	<p>AWI Agrees with this recommendation</p> <p>Particularly since 2009, the AWI Board has made a number of major improvements to the functioning of the Board and AWI governance in general. While AWI currently complies with all its relevant Constitution, regulations, legislation and SFA - including a skills based board and Board Nominations Committee - this recommendation reflects the next stage of ongoing improvement.</p>	<p>The AWI Board will continue to work with the Independent Governance Advisor to develop a skills matrix appropriate to the needs of AWI, and consistent with AWI's existing regulatory and governance requirements.</p> <p>Milestone for Delivery - implemented in time for the 2017 AWI director elections</p>
4	The AWI Board should work with the AWI Independent Governance Advisor over the course of the next Review period to formalise a revised Governance Policy. The Policy should specifically address how the Board intends to manage any Conflicts of Interest. The Policy should incorporate, as Appendices, the AWI Board Charter and all other documentation relating to governance and Board procedure. This will create one single source of governance documentation, and support and amplify the Constitution.	<p>AWI Agrees with this recommendation</p> <p>Particularly since 2009, the AWI Board has made a number of major improvements to the functioning of the Board and AWI governance in general. This 'umbrella' Governance Policy would act as a catch-all for AWI's existing governance policies required under its Constitution, regulations, legislation and SFA. As such this recommendation reflects the next stage in ongoing improvement.</p>	<p>The AWI Board will continue to work with the Independent Governance Advisor to formalise a revised Governance Policy.</p> <p>Milestone for Delivery - implemented prior to June 2018</p>

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RECOMMENDATION	AWI RESPONSE	AWI'S IMPLEMENTATION PLAN
<p>The AWI Board should work closely with the AWI Independent Governance Advisor in the course of the next Review period to formalise succession planning for the Board and key executive functions.</p>	<p>AWI Agrees with this recommendation</p> <p>Since 2012 the Board has required the executive management team to review succession planning. The Board has also paid consideration to its own succession during this time. This recommendation formalises this recent work of AWI's board.</p>	<p>Milestone for Delivery - implemented prior to June 2018</p>
<p>The role of the CEO should be supplemented by a Chief Operating Officer (COO) or Chief of Staff (CoS) to enable the CEO to optimise their focus on impact and benefit for woolgrowers.</p>	<p>AWI Agrees with this recommendation</p> <p>In light of the recent succession planning review required of the Board, the CEO and Board have been informally discussing the recruitment of a similar role. This recommendation formalises those discussions.</p>	<p>AWI will recruit a COO or CoS to allow the CEO to work more efficiently for the benefit of woolgrowers.</p> <p>Milestone for Delivery - implemented by June 2016</p>
<p>The AWI Board should work with the Independent Governance Advisor to formalise within 12 months an all-encompassing Deed of Delegation to the CEO (using the Carver model or similar) and supported by formalised role specific Deeds of Delegation to all Executives.</p>	<p>AWI Agrees with this recommendation</p> <p>This recommendation reflects the next stage in AWI's recent work to streamline and optimise delegations within the business. This recommendation will formalise the delegations from board to CEO, and from CEO to executives.</p>	<p>AWI will engage the Independent Governance Advisor to assist in developing an appropriate Deed of Delegation for AWI.</p> <p>Milestone for Delivery - implemented by June 2016</p>
<p>To ensure the process for measurement and evaluation is sustainably embedded into the organisation, the AWI CEO should formalise a single policy document within 12 months which documents:</p> <ul style="list-style-type: none"> • whole of business requirements, • processes, • standards, • criterion for implementing and reviewing of the program, and • project measurement and evaluation, including the three year cycle for BCAs. 	<p>AWI Agrees with this recommendation</p> <p>With the ongoing evolution of AWI's M&E Framework, a culture of reporting and monitoring has become embedded within the business. This recommendation will formalise the activity underway in AWI and provide greater transparency into the M&E Framework.</p>	<p>AWI CEO will work with the Independent economist to assist in developing a policy which outlines among other things the sequencing, rationale and frequency of monitoring and evaluation of AWI's programs.</p> <p>Milestone for Delivery - implemented prior to June 2016</p>

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