



Australian Wool  
Innovation Limited

# AWI WOOLGROWER CONSULTATION AND COMMUNICATIONS PLAN

JULY 2022





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# AWI WOOLGROWER CONSULTATION AND COMMUNICATIONS PLAN

## INTRODUCTION

Australian Wool Innovation believes that good consultation is essential and must be effective, accountable, and productive.

As a company owned by Australian woolgrowers, AWI's activities - including the Strategic and Annual Operating plans - are directly driven by the wool industry, reflecting consultation with woolgrowers, industry and other key stakeholders including government.

As the research, development and marketing organisation for the Australian wool industry, AWI works in partnership with a wide range of stakeholders along the supply chain - from woolgrowers to consumers.

AWI meets with the woolgrowers and industry it serves through regular formal consultation but more frequently through well over 200 events, collaborations, and training opportunities across Australia annually.

Australian woolgrowers determine AWI's funding through Woolpoll every three years.

## PURPOSE

AWI's consultation with the woolgrower industry and beyond aims to ensure we have a good understanding of stakeholder views and to build trust-based relationships to develop and improve our strategic planning, and research, development and marketing activities.

## BACKGROUND

AWI seeks to clearly explain what, why and how we work for Australian woolgrowers.

AWI is a not-for-profit industry owned company that conducts research, development and marketing of Australian wool, our sole purpose is to increase the long-term profitability of those we serve: Australian woolgrowers.

An important way of achieving this is through effective consultation and engagement with woolgrowers, the Federal Government who are the single largest individual contributor to our work, the greater wool industry plus fellow rural Research and Development Corporations.

To be truly effective and responsive AWI seeks to listen to our stakeholders, collaborate with other RDCs and share information via forums such as growAg, evokeAg and other platforms to the benefit of woolgrowers.

A key focus is to engage with all of the different parts of the industry. AWI's leadership is focused on this priority including the Chairman of the Board, the Chief Executive Officer and the newly appointed General Manager – Consultation and Engagement.

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## STATUTORY FUNDING AGREEMENT

AWI's Statutory Funding Agreement comprises five interlinked performance principles: stakeholder engagement; research, development and extension (RD&E) activities; collaboration; governance; and monitoring and evaluation. AWI engages stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to industry. Our consultation is designed to facilitate opportunities for levy payers, industry and government to contribute and collaborate in a meaningful way in setting RD&E priorities and activities.

The KPI outcome for stakeholder engagement is to "engage stakeholders to identify research, development and extension (RD&E) priorities and activities that provide benefits to portfolio industries."

AWI's Stakeholder Engagement KPI's are:

- 1.1 Strategy prioritisation and development processes include appropriate consultation plans, based on the Best practice guide to stakeholder consultation.
- 1.2 Demonstrated industry stakeholder engagement in the identification of RD&E priorities and activities consistent with the consultation plan in 1.1.
- 1.3 Demonstrated incorporation of industry stakeholder feedback on RD&E priorities and activities.  
Where incorporation is not possible, demonstration of feedback to a stakeholder/s on why incorporation was not possible.

These KPI's are reported on to the Department of Agriculture, Fisheries and Forestry (DAFF) as part of our Annual Performance Meeting.

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## 2021 REVIEW OF PERFORMANCE

AWI's Stakeholder engagement strategy is well defined, and consists of extension networks, events & forums, market intelligence and engagement with woolgrower representative bodies.

AWI invests over \$2.5 million annually to build trust and transparency across the supply chain through an industry engagement best-practice structure which is targeted and measurable.

The 2021 Accenture review of performance found AWI could further strengthen industry consultation processes and reach more wool growers with the development of a stronger and more targeted communication strategy for stakeholders.

This document fulfills this recommendations. The strategy will be reviewed annually to ensure that it continues to be fit for purpose. Other recommendations included increasing the membership of the WICP, develop a forward agenda for the WCG, and formalise engagement reports to both the AWI board and to the WICP.

In December 2021 the WCG approved the appointment of Asheep and Merinolink to be members of the WICP. The WICP/WCG TORs have been reviewed and updated to include the expanded WICP. Additionally, the WCG will be held twice a year instead of annually with a focus on wool industry issues.

REVIEW OF PERFORMANCE (CONTINUED)

Table 1: Stakeholder Engagement Recommendations

RECOMMENDATION 1.1 IMPROVE COMMUNICATION WITH STAKEHOLDERS BY DEVELOPING A COMMUNICATION STRATEGY	AWI SUPPORTS CONTINUAL IMPROVEMENT IN THE WAYS WE ENGAGE, COMMUNICATE AND REPORT COMMUNICATION WITH OUR KEY STAKEHOLDERS.
1. An analysis of key stakeholder groups, their interests, needs and best channels of engagement	1. AWI will develop a communications strategy to ensure we are addressing key stakeholders' interests.
2. Determination of a targeted communication plan for each key stakeholder group covering priority channel, content, and timing.	2. Communications channels will be reviewed annually to ensure they are fit for purpose.
3. Evaluation of current communication channels to determine if these can be improved.	3. Outward facing stakeholder engagement team members will be supported with industry best practice skills training and development.
4. Whilst implementing the strategy, supporting key staff who are engaging regularly with stakeholders with skills and training.	4. Investigate stakeholder management tools for effective stakeholder engagement, tracking and reporting.
RECOMMENDATION 1.2 IMPROVE BROADER INDUSTRY ENGAGEMENT BY FOCUSING ON THREE CRITICAL AREAS	THE WICP/WCG TERMS OF REFERENCE ARE REVIEWED ANNUALLY TO ENSURE THEY ARE FIT FOR PURPOSE.
WICP: Increase mixed farming and next generation representation on the WICP, increasing membership to ten including the independent chair. Nominations should be sought from existing WCG and next generation representatives with voting from these groups to determine the new members.	1. Merinolink and ASHEEP representatives have been invited to observe and contribute at recent WICP meetings. Confirmation of this recommendation will be discussed at the annual 2021 WCG meeting.
WCG: Increase engagement with WCG by having a forward agenda of industry issues to work through, for example: engaging the next generation of woolgrowers. And, facilitating smaller groups more frequently to encourage discussion on key issues.	2. Update the WCG TORs to a minimum of two meetings a year, including a focus on specific wool industry issues, and the formation of smaller working groups.
Extension networks and events: Formalise AWI staff reports highlighting feedback and issues raised by discussions at extension network meetings and events. These should be provided to both the WICP and the AWI Board for review and consideration to increase transparency.	3. AWI has formalised event reports highlighting feedback and issues raised by discussions at extension network meetings and events. These will be provided to the AWI Board and the WICP.

CONSULTATION






As a company owned by Australian woolgrowers, AWI's activities - including the Strategic and Annual Operating plans - are directly driven by the wool industry, reflecting consultation with woolgrowers at various levels, the wider wool industry and other key stakeholders including the Federal government: AWI's biggest stakeholder.

With over 50 collaborative partners in research alone, consultation is essential for effective management and delivery of the many hundreds of projects AWI invests in.

STRATEGIC OBJECTIVES

AWI has two consultation programs: Woolgrowers and Industry.

Table 2: Annual Operating Plan 2022-23 alignment with AWI strategic objectives

STRATEGIC REPORTING PORTFOLIO	PROGRAM	SUB-PROGRAM	 GROWING THE VALUE	 WOOL HARVESTING	 COLLABORATION & ENGAGEMENT	 SUSTAINABILITY	 STRENGTHENING THE SUPPLY CHAIN
CONSULTATION	WOOLGROWERS	Extension Networks	●	●	●	●	●
		Events & Forums	●	●	●	●	●
		Media	●	●	●	●	●
	INDUSTRY	Industry	●	●	●	●	●
		Representative Bodies	●	●	●	●	●

AWI utilises a wide variety of methods to communicate with our stakeholders. We aim for our engagement to be transparent, accessible, straightforward, well planned, fit for purpose and responsive.

- Consistent and frequent contact with all stakeholder groups
- Asking for and effectively responding to industry feedback
- Re-designing wool.com to make it easier to navigate
- Enhanced and co-ordinated social media
- Improved media relations by regular contact and attendances at industry events
- Regular media releases on AWI projects and plans
- Rolling out information for growers via wool.com, Beyond The Bale, The AWI Grower App, e-newsletters, text messaging, using social and the traditional media
- Quarterly meetings of the Wool Industry Consultative Panel and twice-yearly meetings of the Woolgrower Consultative Group
- Frequent meetings with the Commonwealth Government and political leaders.

SALESFORCE COMMUNITY AND STAKEHOLDER PLATFORM

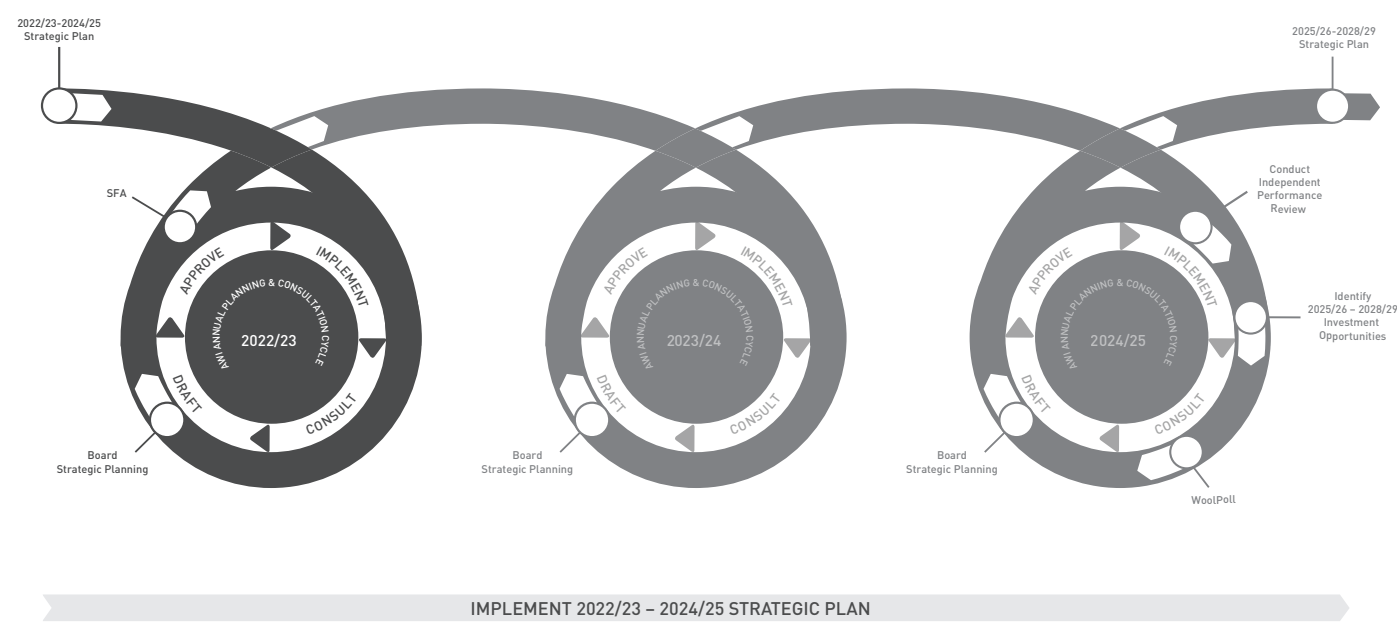
Following the 2021 Accenture Independent Review of Performance AWI introduced the Salesforce Community and Stakeholder Platform.

The Salesforce community and stakeholder engagement platform is a cloud-based software tool which enables AWI to efficiently track, analyse, and report on our stakeholder interactions and engagement. All stakeholder interactions are captured, tracked, managed, and acted on, including issues, sentiments, and actions.

HOW AWI ENGAGES WITH OUR STAKEHOLDERS

AWI implements a comprehensive planning and consultation cycle across its portfolios to ensure two-way dialogue with stakeholders and enable AWI to work with partners in developing our activities. While AWI consults a range of stakeholders, engagement with woolgrowers is a key priority.

Planning and Consultation cycle diagram



AWI engages stakeholders in a number of ways including:

- Regular meetings with woolgrower representative bodies and key processors via the WICP and WCG
- Forums with woolgrowers in wool producing areas
- Trade and retail partner consultation forums
- Retailer and brand workshops and roadshows
- Woolmark licensee workshops and meetings
- Meetings with manufacturers and media partners in key markets
- Publications such as the quarterly Beyond the Bale magazine, AWI's online newsletter and the AWI website

Table 3: Consultation Partnerships

CONSULTATION TYPE	PARTNERS
Formal	Wool Industry Consultation Panel: made of 9 members from national woolgrower bodies plus Department of Agriculture, Fisheries and Forestry (DAFF) Meetings run by an independent chair, meet every quarter.  Woolgrower Consultation Group: a broader group comprising 28 representatives of state and regional production-based woolgrower groups, as well as the members of the WICP, meet twice per year.
Woolgrower representative groups	Regular meetings formally and informally with national, state and local woolgrower representative groups. Eg. WoolProducers Australia, state Merino Breeders Associations, ASheep in WA.
State Farming Organisations	Regular meetings and updates with state farming organisations Eg. NSW Farmers, West Australian Farmers.
Research	Regular project meetings with Universities and other research institutions and investors, project managers and site committees. Eg. Melbourne University, CSIRO, MLA, Aust Merino Sire Evaluation, Merino Lifetime Productivity site committees.
Extension	6 AWI state-based networks and each Producer Advisory Panel. Extension partners for key extension projects eg. Paraboss, Lifetime Ewe Management and Rural Industries Skills Training.
Collaboration	Increased collaboration with broadacre agriculture RDCs (i.e. GRDC, MLA, CRDC) to streamline research and engagement; and increased collaboration and formalised meetings with AWTA and AWEX.
Animal Welfare	The Animal Welfare Forum allows annual consultation with key animal welfare organisations, researchers and stakeholders on sheep welfare issues. Participants include RSPCA, the Australian Veterinary Association, Animals Australia.

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## INDUSTRY BODIES CONSULTATION

AWI has two formal structures to work with woolgrower industry bodies via the Wool Industry Consultative Panel (WICP) and Wool Consultation Group (WCG). Additionally, we consult across the supply chain both here in Australia and globally with:

- Woolgrowers/Levy payers
- Shareholders
- Government (federal, state, and international)
- Woolgrower representative groups (national and state)
- Research and Development Corporations
- Researchers
- Animal welfare organisations
- Domestic supply chain representative groups
- Fashion designers
- Retailers and brands
- Manufacturers
- Supply-chain partners

It is important for AWI to regularly consult with woolgrower representative bodies to seek feedback on their member priorities for research, development and marketing, and to support their knowledge of AWI activities and performance.

Back in 2010 AWI established the AWI Woolgrower Industry Consultative Committee (ICC) to formally consult key woolgrower representative organisations. The ICC served an important business purpose enabling AWI to formally consult with woolgrower representative groups, identify woolgrower priorities, and report on our activities.

In late 2018, AWI reviewed our consultation model with the woolgrower industry. This feedback led to the development of a new consultation model with the purpose to meet the expectations of woolgrowers, woolgrower representative groups, government and AWI's business needs. This led to the development of the Woolgrower Industry Consultation Panel (WICP) and the Woolgrower Consultation Group (WCG).

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Our objective was to create a consultation model with a clearly defined purpose. We sought to ensure the model was inclusive of more groups, to bring feedback from the varied regional and organisational perspectives, while ensuring there was a core group that AWI could engage more regularly on more specific issues.

AWI's consultation model, developed with industry endorsement, enables AWI to ascertain the key R&D and marketing priorities of woolgrowers and industry. It has two key forums through which AWI formally consults and engages with woolgrower representative groups.

The WICP has nine (9) members from national woolgrower representative organisations, is led by an independent chair, it also includes representatives from the Department of Agriculture, Fisheries and Forestry (DAFF) and AWI. The purpose of this forum is to ensure a clear two-way consultation between AWI and organisational representatives through to woolgrowers. WICP meetings are held four times a year.

The members include:

- Independent Chair
- ASHEEP
- Australian Association of Stud Merino Breeders
- Australian Superfine Wool Growers' Association
- Australian Wool Growers Association
- Broad wool representative
- Commercial Merino Ewe Competitions Association
- Pastoralists & Graziers Association of Western Australia (PGA)
- MerinoLink
- WoolProducers Australia
- Department of Agriculture representative Department of Agriculture, Fisheries and Forestry (DAFF)
- Two AWI Board representatives

INDUSTRY BODIES CONSULTATION (CONTINUED)

The second forum, the WCG, is a broader group comprising 28 representatives of state and regional production-based woolgrower groups, including the members of the WICP. The WCG meets twice a year to coincide with key dates in AWI’s planning cycle, enabling industry feedback to be considered in the company’s strategic decision-making.

In 2020 the WCG met more frequently (some online due to COVID-19) as the WCG was the principal oversight body for delivering the 10-year strategic plan for woolgrowers – Wool 2030.

Members of the WCG include:

- WICP Chair
- AgForce Queensland
- ASHEEP
- Australian Association of Stud Merino Breeders
- Australian Dohne Breeders Society
- Australian Superfine Wool Growers' Association
- Australian Wool Growers Association
- Birchip Cropping Group
- Broad Wool rep
- Commercial Merino Ewe Competitions Association
- Flinders Ranges Merino
- Liebe Group
- Livestock SA
- Mallee Sustainable Farming Group
- MerinoLink
- Monaro Farming Systems (MFS)
- NSW Farmers Association
- NSW Stud Merino Breeders' Association
- Pastoralists & Graziers Association of Western Australia
- Queensland Merino Stud Sheepbreeders Association
- SA Stud Merino Sheepbreeders Association
- Stud Merino Breeders Association of Tasmania
- Stud Merino Breeders' Association of WA
- SuperBorder
- Tasmanian Farmers & Graziers Association
- Victorian Farmers Federation
- Victorian Stud Merino Sheep Breeders Association
- Western Australian Farmers Federation
- WoolProducers Australia
- Department of Agriculture, Fisheries and Forestry (DAFF)
- Two AWI Board representatives

AWI ANIMAL WELFARE FORUM

AWI established the Animal Welfare Forum in 2009 as a forum for engaging key animal welfare organisations and researchers on sheep welfare issues.

The Animal Welfare Forum includes key stakeholders in animal health and welfare including:

- Animal Welfare Groups: RSPCA Australia, Animals Australia, Four Paws, and the Humane Society
- Veterinarians: Australian Veterinary Association (AVA)
- Genetic Reviewers
- Researchers: CSIRO, Melbourne and Sydney Universities
- Government: Department of Agriculture, Fisheries and Forestry (DAFF)
- Research & Development Corporation: AWI

The Animal Welfare Forum meets annually and allows for robust and open dialogue between parties on issues of importance to sheep health and welfare. Aim of meeting is to share info and improve knowledge on AWIs Research Development and Education Programs and issue management.



AWI STATE-BASED WOOLGROWER NETWORKS

Combined membership of 14,880 woolgrowers, directed by a Producer Advisory Panel of 6-8 woolgrowers and stakeholders in each state. Meet at least twice a year and managed by a project manager in each state. AWI’s state-based networks provide a community of localised production- based information, events and support. In Vic, SA and Qld the network is a collaboration between AWI and the state government.

Program outputs revolve around delivering technical production information, AWI workshops, the latest technology, adoption of best practice production, animal health and welfare, drought management for sustainable and profitable woolgrowers.

In recent years the networks have also been critical for delivering emergency fire and flood and COVID-19 safe information eg. shearing procedures.

AWI funded state extension networks include; SheepConnectNSW, SheepConnectSA, SheepConnectTas, The Sheep’s Back (WA), Leading Sheep (Qld), BestwoolBestlamb (Vic) based around facilitated small groups [55].

Table 4: AWI funded extension network communications channels

NAME OF PUBLICATION/EVENT/WORKSHOP	DESCRIPTION
Enewsletters, newsletters, direct email	All networks with direct e-communications mailed newsletters WA + Vic
Social Media	Twitter/facebook all except Vic, podcasts in NSW, Qld, WA, regular zoom meetings amongst groups in Vic.
Webinars	All networks conduct webinars
Events	All networks run their own regular in-person and online events, often collaborating with other networks. Eg. Sheep Easy (WA), Bestwool/ Bestlamb conference (Vic)
Production workshops	Specialist local events eg. AWI Winning With Weaners, AWI & Zoetis RAMping Up Repro, AWI SimpliFly.

INDUSTRY EVENTS

AWI regularly supports and attends sheep industry events, AWI staff often speak and deliver key information on specialist areas of AWI activity.

These are planned via a combined stakeholder events calendar. A brief report from each event, including engagement and feedback from stakeholders is written and ultimately submitted to the AWI Board.

Table 5: Other AWI engagement activities

EVENT	DESCRIPTION AND REACH
Field days, forums, local shows	Highly collaborative local events, up to 70 per year, AWI often attending and contributing speakers, production information, fashion parades.
Future Wool	56 events run in 2021 (6 online) engaging with 1456 attendees mainly woolgrowers across Australia on AWI programs and industry concerns. High level of engagement.
Ewe competitions, ram sales	35 events attended in 2021, informal meeting and engagement with woolgrowers on farm.
Conferences	Formal events eg. MerinoLink, IWTO, Ewe-time, LambEx, highly collaborative and many pushed online in 2020/21

INDUSTRY TRAINING

AWI has a strong record of supporting wool industry participants in a wide variety of training opportunities, from on farm production such as Lifetime Ewe Management and shearer training through to the latest fashion design competitions such as the International Woolmark Prize. For this document, only wool production focussed training has been included.

Table 6: Education and training activities

TRAINING FOCUS	PROGRAMS (2021 FIGURES)
Education	National Merino Challenge, Sheep classing workshops (12 events), Wool4School (7200), Hay Inc (18)
Production	Lifetime Ewe Management (30% of national flock covered), Winning With Weaners, RAMping Up Repro, Making More From Sheep
Leadership	Breeding Leadership (36 applicants for 2022), Nuffield Farming Scholarship, Australian Rural Leadership Program,
Advocacy	Young Farming Champions , Young Stud Masters Muster, Young woolgrowers trip to China.
Shearer and woolhandler: learner, novice, improver	334 training days nationally in all states 4,143 participants in 20/21 FY

CREATING AWARENESS

AWI produce a large range of communications across various channels, allowing woolgrowers and stakeholders to keep up to date and informed with developments across the company and the wider wool industry.

Table 7: AWI communication channels

NAME OF PUBLICATION	DESCRIPTION	REACH
Beyond the Bale	Our free quarterly magazine to all wool levypayers and interested recipients	40,000+ hard copies posted also free online at wool.com/btb
AWI Monthly woolgrower enewsletter	Summary of the latest activity across AWI on and off farm research and development marketing, market intelligence, summary of activity across on farm research, off farm research and marketing	11,000 opt-in email recipients, promoted through social media
The Yarn podcast	Weekly report from across AWI and wool industry	Over 320,000 downloads across more than 200 individual episodes
AWI twitter	Regular posts from AWI, often multiple posts in a day	Over 250,000 downloads across 202 episodes
AWI facebook	Daily updates	4313 followers: mostly woolgrowers
AWI instagram	Image based interactions	4439 followers: a younger audience of woolgrowers
SMS market report	Daily and weekly reports	6700 woolgrower recipients
Wool.com	Is the central portal for all AWI information	About 170,000 visits annually
Woolgrower app	A new personalised platform for AWI information.	1000 downloads of the app

CREATING AWARENESS (CONTINUED)

Table 7: AWI communication channels (CONTINUED)

NAME OF PUBLICATION	DESCRIPTION	REACH
Extension Networks	Localised production-based information/season specific/region specific/emergency information. This is guided by a Producer Advisory Panel in each state, representing all key woolgrowing regions across each state. Each network – Sheepconnect NSW, Sheepconnect Tasmania, Sheepconnect South Australia, Leading Sheep (Queensland), Sheep's Back (Western Australia) and Best Wool/Best Lamb (Victoria) have their own localised information channels. State government collaboration occurs for networks in South Australia, Victoria and Queensland. In New South Wales, Tasmania and Western Australia they are funded by AWI.	15,000 strong membership across our state based extension network
Participation in sheep industry events including shows	Wagin Woolarama, South Australia Stud Merino Expo, Australian Sheep and Wool Show, Campbell Town Show, Royal Easter Show - Sydney.	
AWI production-based workshops/training	These locally organised meetings where AWI presents across all areas of the company and answers any question from growers first introduced in 2021 in response to the cancellation of large-scale events due to COVID.	
Events focused at developing future leaders	Breeding Leadership, National Merino Challenge, Young Woolgrowers trip, Young Breeders Muster, Nuffield Scholarship, Youth in Ag, Young Farmer Champions.	
AWI Webinars	These are opportunities for growers to send in questions to the Directors and Chairman. Two were held in 2021 when COVID-19 restrictions led to the cancellation of many face-to-face events. More AWI Webinars are planned.	
Forums	WICP, WCG, Animal Welfare	

OUTCOMES

At AWI we strive to be transparent, accessible, and responsive.

A key outcome from this Stakeholder Engagement Strategy is there is an increasing recognition that we are delivering against that by woolgrowers, industry, and the Commonwealth.

AWI conducts an annual sentiment survey of woolgrowers and surveys of the WICP and WCG after each meeting.

The success of this strategy will be demonstrated in part by an improvement in sentiment as measured by those surveys in the future.

More widely AWI is rolling out an improved measurement and evaluation through use of the Salesforce platform which is charting issues, actions, and trends.

PROGRAM: WOOLGROWERS

PROGRAM OVERVIEW

AWI woolgrowers are central to all AWI activities and this program aims to ensure that we actively listen and engage with them in a meaningful way. During 2022/23 we will implement updated systems to assist in the capture and dissemination of the RDE&M programs.

Table 8: Woolgrowers

INVESTMENT FOCUS	TARGETS	BENCHMARK/ MEASUREMENT CRITERIA
AWI will overhaul the wool.com website to increase navigability and increase traffic	Increase click through rate on Wool.com website by 5%	Website traffic reports
Through the 5 extension networks, AWI will disseminate resources on best management practices, new and existing technologies and look to make these readily available	Increase number of active participants in AWI extension initiatives	Active members as reported by each extension network
Increase meaningful engagement with woolgrowers	Increase the grower sentiment in the Woolgrower sentiment survey by 2%	2021 - +66



OUTCOMES (CONTINUED)

PROGRAM: INDUSTRY

PROGRAM OVERVIEW

Following feedback in the latest Review of Performance, the WICP/WCG has further been enhanced to ensure that continual improvements are made and that the meetings enable industry and AWI to actively engage. During 2022/23 AWI will further look to improve the discussions. The WCG will now meet twice a year instead of just once. The Commonwealth is the single largest contributor of funds to AWI and over the next operating period we will increase the frequency and quality of collaboration with DAWE and other parts of Government for the benefit of Australia’s

Table 9: Industry

INVESTMENT FOCUS	TARGETS	BENCHMARK/MEASUREMENT CRITERIA
Regular interaction with members of the WICG/WCG	Increase member satisfaction in the industry forums WICP/WCG	Annual survey of representatives and members
Ensure the information provided at the WICP/WCG is easy to disseminate to members and that feedback is provided	Number of page views and dwell time on relevant pages	Wool.com website analytics
WICP Chair to attend Board meetings to provide direct feedback to the AWI board	WICP Chair to present to Board after every WICP meetings	Confirmation via AWI Board

MEASURES OF SUCCESS: TRACKING AND EVALUATION

AWI uses a number of metrics to measure stakeholder consultation success, including:

- Feedback as reflected in the annual grower survey
- Social media performance
- Website updates and webpage visits
- Attendances at AWI organised events and event surveys
- The introduction of Salesforce report on events, meetings and inquiries

Progress on our activities is tracked using AWI’s Measurement and Evaluation system. The M&E system provides a framework to measure, analyse, evaluate, and report on the performance of AWI’s investments on behalf of its stakeholders – Australian woolgrowers. M&E also implements and updates systems and processes to assist in the consistent collection and analysis of information and data to inform investment decisions and report against AWI strategic and operational targets.

Other key functions include;

- Development of varied, robust measurements of program impacts through evaluations and consequently benefits delivered to Australian woolgrowers and stakeholders
- Provide data for key reports like Annual Report, Program Achievement Reports and Performance Report
- Manage the Database Management System – DOMO
- Coordinate key surveys like Woolgrower Sentiment Survey, Brand Tracking Survey, Internal Surveys etc
- Continued development of M&E oriented culture throughout the organisation

APPENDIX

STAKEHOLDER	AGM	FORUMS	WOOL.COM	SCHEDULED MEETINGS	INTRANET	BEYOND THE BALE	GROWER NEWSLETTER	MARKET REPORT	SOCIAL MEDIA		YARN	WOOLGROWER APP	EXTENSION NETWORKS	INDUSTRY EVENTS	WORKSHOPS/ TRAINING	FUTURE WOOL	FUTURE LEADERS	WEBINARS	BOB/ WOOLMARKABLE	WOOLMARK
Woolgrowers/ Levy Payer	Annual	Throughout the year	Updated regularly	Monthly, team meetings, annual review		Quarterly	✓	Weekly-Thursday	Daily update		Weekly update	Regular updates	✓	✓	✓	Monthly	✓	Quarterly		
Shareholders	Annual	Throughout the year	Updated regularly	Annually		Quarterly	✓	Weekly-Thursday	Daily update		Weekly update	Regular updates						Quarterly		
Government			Updated regularly	As required, Senate Estimates, annual performance meeting etc		Quarterly		Weekly-Thursday	Daily update									Quarterly		
Representative Bodies		Quarterly/ bi-annual	Updated regularly	Quarterly		Quarterly	✓	Weekly-Thursday	Daily update		Weekly update					Annual		Quarterly		
RDCs		CEO/Chair mtg six months, Monthly business mgr mtg, monthly research mgr mtg	Updated regularly	CEO/Chair mtg six months, Monthly business mgr mtg, monthly research mgr mtg		Quarterly									✓			Quarterly		
Researchers		Six monthly	Updated regularly	Six monthly																
Animal Welfare		Annual	Updated regularly	Annually											✓					
Supply Chain			Updated regularly	Quarterly										✓						
Fashion Designers		Quarterly/ bi-annual	Updated regularly	Quarterly										✓	✓			Quarterly		✓
Retail Brands		Quarterly/ bi-annual	Updated regularly	Quarterly										✓						✓
Manufacturers			Updated regularly	Quarterly										✓						✓
Employees			Updated regularly	Monthly, team meetings, annual review	Updated regularly													Monthly	Weekly	

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