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Australian Wool Innovation

Report for One Year On Review
of Performance 2010-2011

Final Report

September 2011



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Acronyms used in this report

AICD	Australian Institute of Company Directors
AWF	Animal Welfare Forum
AWI	Australian Wool Innovation
BRC	British Retail Consortium
CEO	Chief Executive Officer
DAFF	Department of Agriculture, Forestry and Fisheries
DFAT	Department of Foreign Affairs and Trade
ICC	Industry Consultative Committee
IP	Intellectual Property
KPIs	Key Performance Indicators
M&E	Monitoring and Evaluation
NRF	National Retail Federation
PISC	Primary Industries Standing Committee
PWC	Pricewaterhouse Coopers
RD&M	Research, Development and Marketing
RDCs	Research and Development Council
SFA	Statutory Funding Agreement
SFOs	State Farmer Organisations



Executive Summary

GHD completed this 2010-11 review of AWI's operations to assess progress in the performance of the company over the 12 month period. This 2010-11 review follows on from the previously completed 2006-09 review and 2009-10 review.

Purpose and approach

The purpose of this review as outlined in the Terms of Reference was to:

- ▶ Assess AWI's progress against relevant evaluation criteria developed for the 2009-10 Review of Performance; and
- ▶ Assess the improvement in AWI's operations from 1 July 2010 to 30 June 2011, i.e. the period since the 2009-10 performance review was conducted.

For the 2010-11 review, GHD developed a review framework and evaluation criteria which focuses on areas assessed as "in-progress" and "partial" in the 2009-10 review. This was to ensure the review concentrated on areas that need to be addressed prior to the 2012 Wool Poll.

The following ratings were used to review AWI's performance against each criterion:

- ▶ **Completed** – the criteria have been met and there are no recommendations, except that AWI continue to implement the activities already in place.
- ▶ **In progress** – criteria will be met once existing improvements are completed and all relevant activities continue to be implemented by AWI.
- ▶ **Partial** – work in progress to address criteria but recommendations to achieve criteria by 2012 identified.

GHD reviewed and analysed a range of documents provided by AWI for each of the nine focus areas. In addition, GHD completed consultation with selected AWI board and staff as well as external stakeholders. External stakeholders included representatives from the Department of Agriculture, Fisheries and Forestry, members of the Animal Welfare Forum and the Industry Consultative Committee. The consultation process provided an opportunity to explore AWI's performance and progress in more detail, with external stakeholders providing an independent commentary on performance.

Summary and recommendations

Over the past year AWI has continued to make progress towards addressing the recommendations of the 2006-09 review and the 2009-10 review. Overall performance is assessed to be complete or in progress in seven of the nine focus areas (see Table 1 below). That is the process and procedures introduced by AWI will, if continued, ensure the assessment criteria will be achieved by the end of 2012.

Two focus areas, are rated as 'partial' indicating additional improvements are required if the criteria are to be met by 2012.

A summary of the progress made in the main focus areas are provided below along with recommendations of suggested improvements.



Table 1 2010-11 performance ratings

Area	Focus	2010-11 Assessment
▸ Strategy	▸ Strategic direction	Completed
	▸ Strategy setting process	In progress
	▸ Internal structures for planning and evaluation	Completed
▸ Operations	▸ Engagement	Partial
	▸ Staff performance management	In progress
▸ Governance	▸ Board governance	Completed
	▸ Appointment of Directors	Completed
	▸ Risk, Fraud & IP	In progress
▸ M&E	▸ Monitoring and evaluation framework	Partial

Strategy

AWI has maintained its focus on RD&M which is clearly communicated in both the Strategic Plan 2010-2013 and the 2011-2012 Operating Plan. A Strategic Planning Framework has been developed to guide planning which was used to review the Strategic Plan 2010-2013 and to develop the 2011-2012 Operating Plan. There are clearly defined staff roles, responsibilities and tasks with linkages to the planning cycle. Strategy and market intelligence capabilities are now provided by full time staff to improve overall effectiveness of strategy planning. AWI continues to adapt structures and processes to improve the delivery of RD&M functions against the Strategic Plan and Operating Plan.

Operations

AWI has continued to place considerable effort on stakeholder engagement by all staff in refining the associated processes which are guided by the publically available Annual Planning and Consultation Cycle. The effort, improved processes and clear structure placed on engagement is recognised and appreciated by stakeholders interviewed by the review team.

The reintroduction of the shareholder survey, currently being undertaken, will provide more representative and objective measures of AWI's performance through researching shareholders' understanding of the company and their awareness and perceptions of its programs. The survey should be expanded to include other stakeholders and repeated annually in the short term. This will provide AWI with valuable information from all of its major stakeholders which can be used to improve performance.

Other minor improvements identified include making the Annual Operating Plan publicly available and clearly documenting the focus (e.g. seeking input or communicating planned actions and directions) of stakeholder engagement in the Annual Planning and Consultation Cycle.

AWI has reviewed and harmonised staff conditions and performance criteria and this will improve structural and strategic alignment within AWI that will contribute to greater unity once fully implemented.



Governance

The AWI board continues to work with an independent consultant to review its performance and has completed a skills assessment to identify development requirements for individual members. The establishment of a Nominations Committee will ensure AWI complies with the new governance measures contained within the 2010-2013 Statutory Funding Agreement. Processes and procedures have been established for the review, implementation and compliance of risk, IP and fraud policies in AWI. The IP and contracting policies are consistent, with full integration into the compliance system scheduled to be completed within 12 months.

Monitoring and Evaluation

AWI has made significant progress on its M&E framework over the past 12 months. The decision to adopt an integrated suite rather than the previous single tool is sound given the complexity of monitoring, evaluating and reporting performance and value to levy payers across the business. A number of critical issues pose a risk to the successful implementation of the framework, including resourcing, user engagement, business process re-engineering and training of staff. A detailed implementation plan is required to manage risk and ensure the framework is operational within 12 months.

Recommendations

AWI continues to proactively work on improving its processes and procedures based on the recommendations of the two previous reviews. This has included revising and implementing policies, procedures and processes associated with strategy, planning, governance, structure, stakeholder engagement, business systems, human resource management, and performance monitoring and reporting.

This 2010-11 review finds that AWI continues to implement improvements, which since 2009 have strengthened the ability of AWI to focus and deliver on its responsibilities. Importantly the AWI Board and management recognise and are committed to on-going continuous improvement to ensure performance which is valued by its shareholders and stakeholders.

The 2010-11 review has identified 'major' recommendations that AWI should address to ensure the two criteria assessed as 'partial' are met in 2012. In addition other 'minor' recommendations have been made for AWI to consider for criteria assessed as 'in progress'.

Recommendation 1 (Major) – Expanded Stakeholder Survey

- ▶ The shareholder survey should be expanded to include objective measures of all stakeholders' understanding and perceptions of AWI and its programs.

Recommendation 2 (Major) – Monitoring and Evaluation Framework Implementation

- ▶ A detailed implementation plan is required to manage risk and to ensure the framework is successfully implemented and embedded in AWI to provide sound and rigorous information to:
 - Support strategic and annual operating planning
 - Improve performance management and reporting including KPIs
 - Demonstrate value to levy payers.



Recommendation 3 (Minor) –Public Release of Operating Plan

- ▶ AWI should publicly release its Operating Plan to improve transparency to stakeholders.

Recommendation 4 (Minor) – Stakeholder Engagement Planning Focus

- ▶ The Annual Planning and Consultation Cycle should clearly indicate the focus (i.e. seeking input to or communicating intent of plans) of stakeholder engagement in the planning cycle.

Recommendation 5 (Minor) – Industry Position

- ▶ The value of demonstrating AWI's position could be further enhanced by developing a chart showing the company's position in the global wool value chain in relation to its core RD&M functions.

Recommendation 6 (Minor) – Strategic Planning Framework Documentation

- ▶ AWI should continue to expand the explanation of the specific tasks and key supporting documents used in developing the strategic and operating plans in the on-going development of the Strategic Planning Framework, to improve transparency and provide guidance.



1. Introduction

1.1 Background

An independent review of Australian Wool Innovation's (AWI) performance was undertaken in 2009 (the 2006-2009 review) as required under AWI's Statutory Funding Agreement (SFA) with the Commonwealth Government. In response to a recommendation of the 2006-2009 review, AWI commissioned GHD to undertake a one-year-on review of performance of the company in 2010 (the 2009-10 review). The review found that AWI had acted on all of the recommendations of the 2006-2009 review to the degree where they were all either completed or work was underway to achieve the recommendations before the 2012 Wool Poll. The 2009-10 assessment of progress towards each recommendation is summarised in Table 2 below (a full version of the 2009-10 performance review ratings are included in Appendix A).

Table 2 2009-10 performance review ratings

2006-2009 review recommendation	2009-10 review rating
Defining and Communicating AWI's Position and Role in the Industry	Completed¹
Appropriate Strategy Setting Process to Provide a Clear and Detailed Plan	Partial²
Establishment of Planning and Evaluation Structures to Support Levy Payer Value Creation in the Strategy Process	Partial
Constructively Engage Shareholders and Stakeholders	Partial
Establish a Performance Measurement and Reporting Framework	Partial
Review Company Structure of Processes Against Other Industry Owned Companies to Consider Improvements	Completed
Review Corporate Governance Practices	In progress³
Appointment of Directors	In progress
Risk, Fraud and Intellectual Property Review	In progress
Documentation and Communication of Business Improvements	In progress

The 2009-10 review concluded that the AWI Board, management and staff had made several significant changes to the company's processes and operations based on the 2006-2009 review recommendations, and that the implementation of the recommendations had resulted in improved company processes that will result in demonstrable outcomes for levy payers and other industry stakeholders. The 2009-10 review added that 'for those areas where change has not been completed,

¹ Completed – work to address recommendation completed and no further action required.

² In progress - work in progress will address the recommendation before 2012.

³ Partial - work in progress but improvement identified if recommendation to be achieved by 2012.



it would be detrimental to levy payers and other stakeholders if efforts were not continued to ensure the complete adoption of all recommendations prior to Wool Poll 2012' (GHD, 2010).

1.2 Terms of Reference

As with all continual improvement processes AWI's progress is dynamic and ongoing. After completion of the 2009-10 review, the company determined that a further performance review should be undertaken for the 2010-11 period, and reflecting AWI's commitment to ongoing improvement,. The Terms of Reference for this project (the 2010-11 review) are to:

- ▶ Assess AWI's progress against relevant evaluation criteria developed for the 2009-10 Review of Performance; and
- ▶ Assess the improvement in AWI's operations from 1 July 2010 to 30 June 2011, i.e. the period since the 2009-10 performance review was conducted.

1.3 Structure of this Report

Chapter 2 outlines the methodology used to complete the project including the evaluation criteria for each aspect of the review. Chapters 3 to 6 present the 2010-11 review findings in relation to AWI's strategic direction, operations, governance, and monitoring and evaluation (M&E). The conclusions and recommendations arising from the review are presented in Chapter 7. Appendix B presents internal organisation charts across the strategic areas of the company. Appendix C summarises the stakeholder engagement activities undertaken by AWI during the 2010-11 review period. Appendix D identifies the stakeholders who were interviewed during the project and Appendix E lists the events attended by AWI during 2010-11. Appendix F lists the materials that were reviewed as part of the 2010-11 review.



2. Review methodology

2.1 Introduction

This chapter outlines the approach used to undertake the project. It also presents the review framework used to guide the analysis.

2.2 Methodology

A 5-step methodology was used to complete the project:

- ▶ Inception meeting;
- ▶ Desktop review of documents;
- ▶ Consultation with AWI staff and stakeholders;
- ▶ Analysis; and
- ▶ Reporting and presentation.

The inception meeting provided an opportunity for the project team to meet with relevant AWI staff and discuss the project requirements in detail. Key materials were provided to the project team, to help inform the progress review. Included in the materials provided was the company's *Implementation Plan: 2009-10 Review of Performance*. Following the 2009-10 review, AWI developed a plan identifying actions to be implemented across each of the review areas. The implementation plan also identified who was responsible for ensuring the actions were completed. Throughout 2010-11, AWI staff recorded evidence of progress and/or completion of each action, to help facilitate the 2010-11 review process.

The relevant AWI staff and stakeholders for consultation were also identified at the inception meeting.

Following the inception meeting, the framework used to undertake the 2010-11 review was consolidated to focus on those areas that were rated 'in progress' and 'partial' in the 2009-10 review. This was to ensure that these areas were suitably addressed prior to Wool Poll 2012. The finalised evaluation framework is presented in Section 2.3 below.

A desktop review was undertaken to help populate the review framework and identify any information gaps. Targeted consultation was also undertaken with relevant AWI staff and external stakeholders to confirm information collected during the desktop review and to address gaps. The findings of the desktop review and consultation were presented to AWI. This enabled the company to provide the project team with additional relevant materials to help address identified gaps.

2.3 Review Framework

A specific set of evaluation criteria have been developed to provide the framework for the review (Table 3). The criteria are based on the 2006-09 review recommendations and the four critical issues identified in the 2009-2010 review:

- ▶ **Strategy process** – Strategy process is documented, followed and stakeholders effectively engaged.
- ▶ **Stakeholder engagement** – Evidence that stakeholders are appropriately engaged in strategy and that relationships are effective.



- ▶ **Skills based board** – The procedures for electing a skills based board are ready to be implemented and understood by shareholders and stakeholders.
- ▶ **Evaluation framework** – The framework is fully implemented to provide the foundation for monitoring, evaluation and reporting performance at program and company scales.

Table 3 Review framework

Area	Evaluation criteria
Strategy	
Strategic direction	<ul style="list-style-type: none"> ▶ Clear explanation and linkages demonstrated between function and responsibility in line with Strategic Plan and AOP. ▶ Establishment of Strategic Framework for the development of Strategic Plan and Annual Operating Plans (guidelines) to ensure a systematic, consistent approach supported by analysis and consideration of options and effective engagement ▶ Organisation chart defining role in industry and relationship with other industry participants
Strategy setting process	<ul style="list-style-type: none"> ▶ Guidelines for staff are being implemented ▶ Performance against the strategy and KPIs is monitored and reported ▶ Clear definition of M&E metrics in the strategic plan, and process to continuously improve the monitoring and evaluations ▶ Filling identified gaps in skills through internal training or recruitment
Internal structures for planning and evaluation	<ul style="list-style-type: none"> ▶ Internal structures, processes and capabilities are aligned with Strategic Plan and AOP.
Operations	
Engagement	<ul style="list-style-type: none"> ▶ Evidence of ongoing engagement and consultation with key stakeholders through the Woolgrower Industry Consultative Committee (ICC), Animal Welfare Forum (AWF) and other stakeholder groups on; <ul style="list-style-type: none"> ○ Strategic and annual operating plan development ○ RD&M implementation ○ Engagement with retailers beyond the compliance requirement ○ Other issues as appropriate.
Staff performance management	<ul style="list-style-type: none"> ▶ Establishment of a performance framework ▶ KPIs to measure outcomes ▶ Evidence of linkage of KPIs from strategic plan to operating plan to staff performance agreements.
Governance	
Board governance	<ul style="list-style-type: none"> ▶ Board performance is assessed ▶ Policy and procedures for corporate governance are established and reviewed as appropriate
Appointment of Directors	<ul style="list-style-type: none"> ▶ Process to appoint directors is consistent with the AWI Constitution and compliant with the Statutory Funding Agreement
Risk, Fraud & IP	<ul style="list-style-type: none"> ▶ Review of plans completed within the timeframes required ▶ Evidence of staff training to ensure understanding of plans ▶ Staff feedback on plans to identify consistent application ▶ Company's IP and contracting procedures are consistent
Monitoring & Evaluation	
M&E framework	<ul style="list-style-type: none"> ▶ M&E framework developed and commitment to continuously review and improve as required.



Area	Evaluation criteria
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- ▶ Evidence of progress towards a M&E system that will ensure value to levy payers and stakeholders is able to be reported

Each criterion in the review framework is assessed against the following ratings:

- ▶ **Completed** – the criteria have been met and there are no recommendations, except that AWI continue to implement the activities already in place.
- ▶ **In progress** – criteria will be met once existing improvements are completed and all relevant activities continue to be implemented by AWI.
- ▶ **Partial** – work in progress to address criteria but recommendations to achieve criteria by 2012 identified.



3. Strategy

3.1 Evaluation criteria

Strategic direction

- ▶ Clear explanation and linkages demonstrated between function and responsibility in line with Strategic Plan and AOP.
- ▶ Establishment of Strategic Framework for the development of Strategic Plan and Annual Operating Plans (guidelines) to ensure a systematic, consistent approach supported by analysis and consideration of options and effective engagement.
- ▶ Organisation chart defining role in industry and relationship with other industry participants.

Strategy setting process

- ▶ Guidelines for staff are being implemented.
- ▶ Performance against the strategy and KPIs is monitored and reported.
- ▶ Clear definition of M&E metrics in the strategic plan, and process to continuously improve the monitoring and evaluations.
- ▶ Filling identified gaps in skills through internal training or recruitment.

Internal structures for planning and evaluation

- ▶ Internal structures, processes and capabilities are aligned with Strategic Plan and AOP.

3.2 Strategic direction

3.2.1 Evaluation Criteria

The evaluation criteria for this part of the 2010-11 review are:

- ▶ Clear explanation and linkages demonstrated between function and responsibility in line with Strategic Plan and AOP.
- ▶ Establishment of Strategic Framework for the development of Strategic Plan and Annual Operating Plans (guidelines) to ensure a systematic, consistent approach supported by analysis and consideration of options and effective engagement.
- ▶ Organisation chart defining role in industry and relationship with other industry participants.

3.2.2 Findings

Linkages demonstrated between function and responsibility

The vision, mission and goal identified in the company's *2011-2012 Operating Plan* are consistent with the *Strategic Plan 2010-2013*. That is:

- ▶ **Vision:** AWI will be a significant contributor to a vibrant, stable and profitable wool industry providing the world with the best natural fibre.
- ▶ **Mission:** AWI's mission is to invest in research, development, marketing and promotion in order to:



- Enhance the profitability, international competitiveness and sustainability of the Australian wool industry
 - Increase demand and market access for Australian wool.
- ▶ **Goal:** To help increase stable and sustained demand for wool through investments in marketing, innovations and R&D – from farm to fashion.

These priorities are aligned with the outcomes of WoolPoll 2009, where growers determined that the company should focus on research, development and marketing (RD&M). Similarly, the five key objectives identified in AWI's *Strategic Plan 2010-2013* are reflected in the strategic planning framework (July 2010) and *2011-2012 Operating Plan* and include:

1. Help build a sustainable Australian wool industry through improvements in productivity and profitability on farm.
2. Help increase demand for Australian Merino wool by recognising and addressing through off-farm R&D the product and process barriers to consumption at trade level through consumer-driven, targeted research, development and innovation programs (PUSH Strategies).
3. Help increase demand for Australian Merino wool by recognising and addressing the information barriers to consumption at consumer and trade level, and informing people the Merino wool fibre story. In short – implement PULL strategies.
4. Review the role and value of the Woolmark brand, revitalise it and, where markets and partners permit, maximise the presence and income streams of the brand.
5. Define threats and opportunities facing the wool industry, and build strategies and programs to ensure market access, sustainable production and improved trading environment across the supply chain.

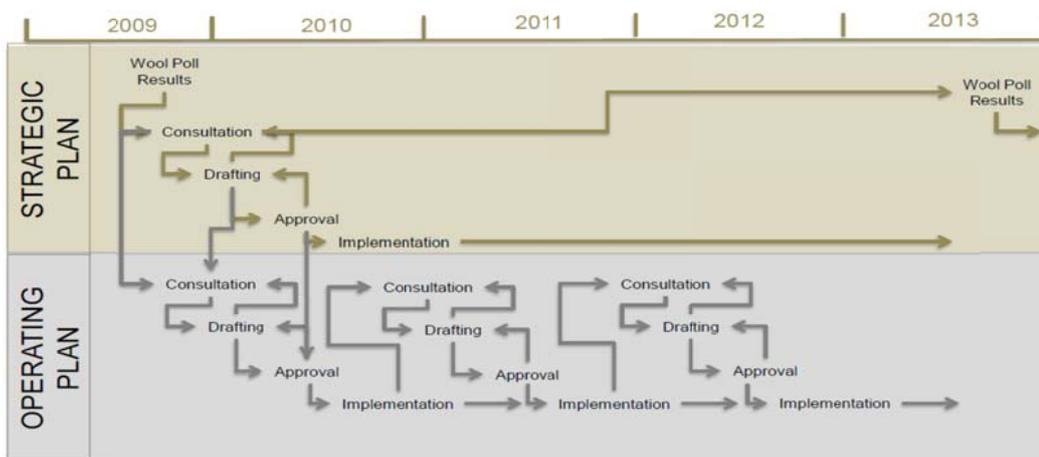
The three key functions of the company, identified in AWI's strategic planning framework, are consistent with the focus on RD&M:

- ▶ On-farm R&D;
- ▶ Off-farm R&D; and
- ▶ Marketing.

Establishment of Strategic Planning Framework

AWI developed a strategic planning process and framework in July 2010, which is designed to guide the development of both the strategic plan (once every three years) and the annual operating plans (every year). The framework document considers: AWI's corporate context (i.e. WoolPoll, the SFA, and stakeholder groups); external context (objectives and outcomes of on-farm R&D, off-farm R&D and marketing); and the alignment between planning and management. The document also presents the principles upon which the company's planning is based (i.e. learn, focus, align, execute, and monitor and evaluate) and describes the strategic planning cycle. This cycle is presented in Figure 1 and shows the linkage between strategic planning and the annual operating planning process.

Figure 1 The strategic planning cycle



Source: AWI Strategic Planning Process and Framework, 2010

The framework document states the company ‘executes its strategic and operational planning processes through a process of extensive consultation with both internal and external stakeholders’. Those stakeholders who are engaged during the strategic planning process are shown in Table 4, along with the frequency of engagement activities.

Table 4 Stakeholder engagement during the strategic planning process

Internal	External
Board (quarterly)	Government (quarterly)
Executive management (quarterly)	Industry Consultative Committee (ICC) (quarterly)
Finance (daily)	State Farmer Organisations (SFOs) (quarterly)
Marketing (daily)	National Retail Federation (NRF) and British Retail Consortium (BRC) (quarterly)
On-farm R&D (daily)	Animal Welfare Forum (AWF) (six monthly)
Off-farm R&D (daily)	Trade and retail partner consultation (six monthly)
International business development network (weekly)	
Standards, quality assurance and manufacturing specialists (weekly)	

Source: AWI Strategic Planning Process and Framework, 2010

The planning process and associated consultation are depicted in Figure 2. Further details regarding stakeholder engagement during the strategic planning process are provided in Section 4.2.

In addition to identifying the planning and engagement processes, the framework document also highlights:

- ▶ Roles, responsibilities and timing of implementation activities;



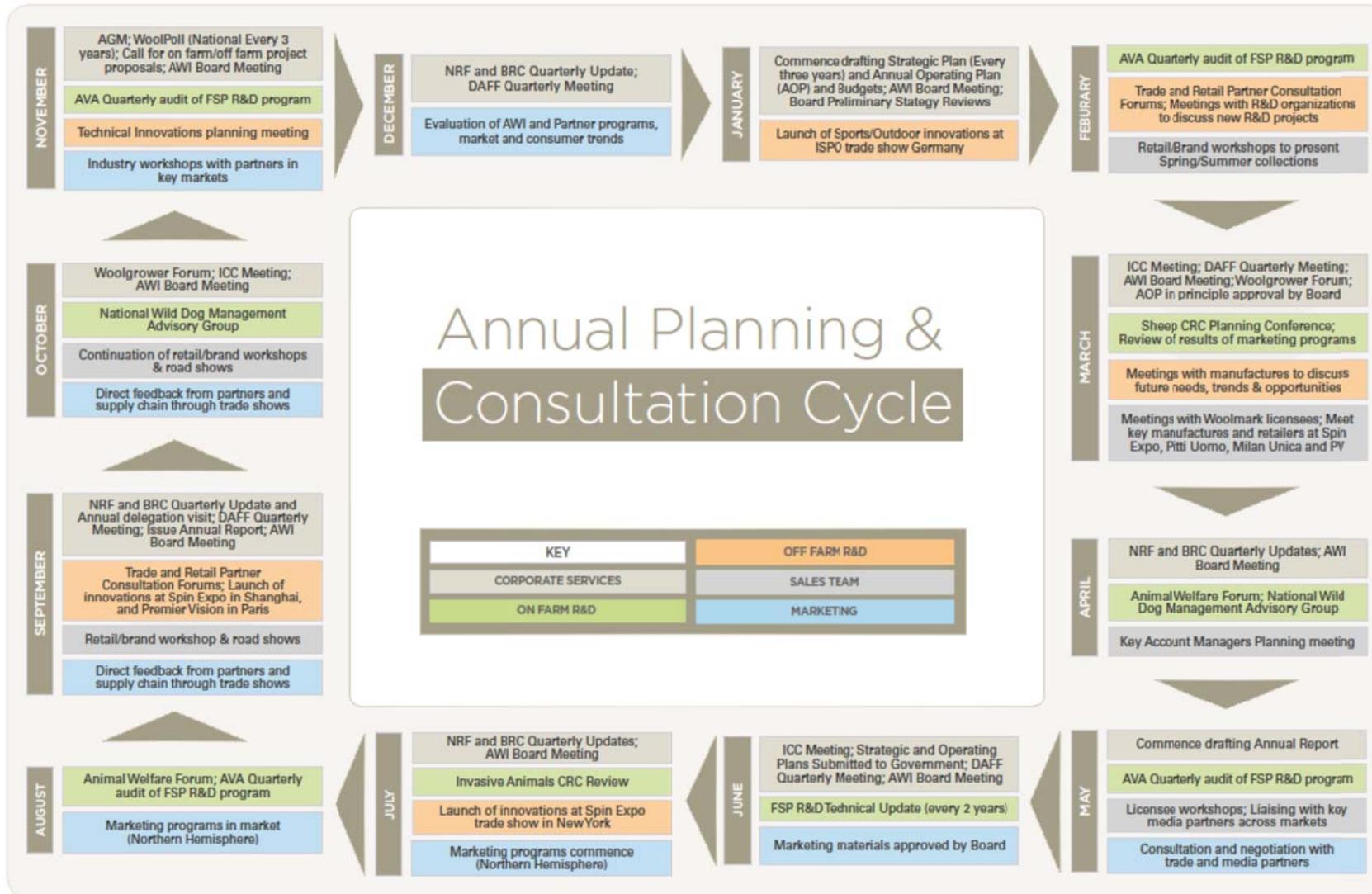
- ▶ On-farm, off-farm and marketing tools that inform the planning process; and
- ▶ Internal and external evaluation activities.

The company's *2010-2013 Strategic Plan* was developed prior to the planning framework being finalised. However the framework was used to develop the *2011-2012 Operating Plan* and to review the Strategic Plan.

In developing the *2011-2012 Operating Plan* consultations were held with a number of internal and external stakeholders in order to define the key parameters to be incorporated into the plan. Once these parameters were finalised a draft initial Operating Plan was developed through a series of ongoing consultations including inputs from the Board. Once a consensus position was reached on the Operating Plan, the final stage was to gain approval from stakeholders including the Industry Consultative Committee (ICC) and the Department of Agriculture, Fisheries and Forestry (DAFF), and any final comments were incorporated and subsequent Board approval given. The *2011-2012 Operating Plan* was sent to the Minister for Agriculture, Fisheries and Forestry (the Minister) for final approval.



Figure 2 Annual planning and consultation cycle



Source: AWI Strategic Planning Process and Framework, 2010



The review team is confident that the strategic planning framework will improve the consistency of the company's planning process. The value of the framework could be enhanced by explicitly documenting the planning focus of stakeholder engagement activities. That is differentiating between seeking input to and communicating the actual intent of plans in the phases of the Annual Planning and Consultation Cycle. The strategic planning framework can also be strengthened by expanding the explanation of the specific tasks and key supporting documents used in developing the strategic and annual operating plans. This would improve the transparency of the company's decision making process and would provide stakeholders with increased confidence that critical reflection is occurring throughout the planning cycle.

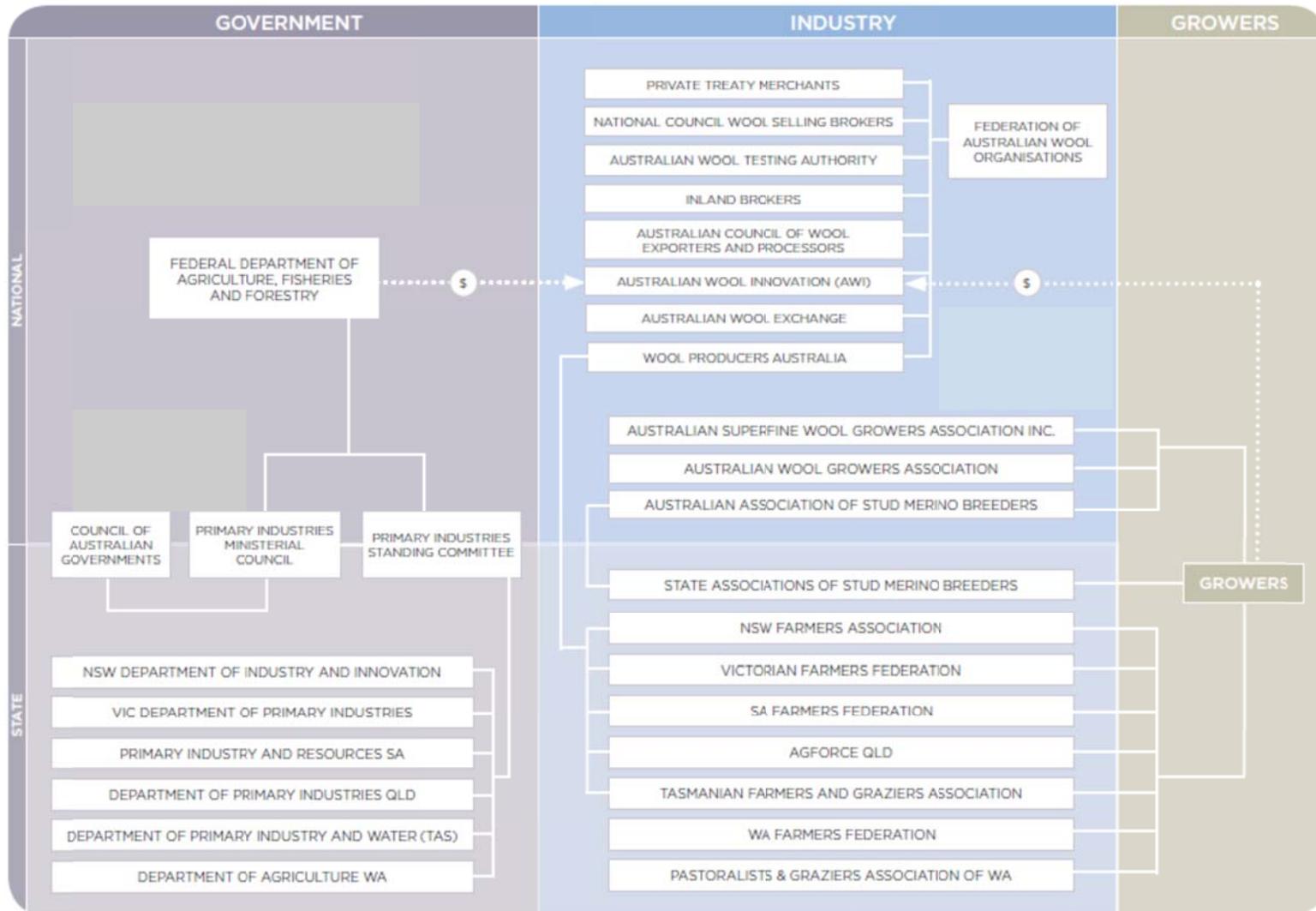
Organisation chart defining role and relationships

Clearly charting the position of AWI as the industry's RD&M organisation is an important component of maintaining strategic focus and communicating with stakeholders.

Figure 3 articulates AWI's position in relation to government, industry and growers at national and state levels. This could be further strengthened by charting AWI's position in the global wool value chain in relation to its core RD&M functions.



Figure 3 Wool industry participants



Source: AWI



3.3 Strategy setting process

3.3.1 Evaluation Criteria

The evaluation criteria for this part of the review are:

- ▶ Guidelines for staff are being implemented.
- ▶ Performance against the strategy and KPIs is monitored and reported.
- ▶ Clear definition of M&E metrics in the strategic plan, and process to continuously improve the monitoring and evaluations.
- ▶ Filling identified gaps in skills through internal training or recruitment.

3.3.2 Findings

Strategic Planning Framework being implemented

The implementation of the strategic planning framework is the responsibility of the Chief Strategy and Marketing Officer, with guidance provided by the AWI Board, Chief Executive Officer (CEO) and Executive where appropriate.

The company's strategic planning framework states that AWI's Executive is:

- ▶ Familiar with the framework (all executives have been briefed or involved in its development);
- ▶ Responsible for ensuring new employees are familiar with the framework and are provided with the necessary training to implement the framework;
- ▶ Required to undertake a self-evaluation on a quarterly basis, to assess the implementation of its role within the planning framework; and
- ▶ Required to present at meetings of the Executive any anticipated changes in priorities or processes.

Consultation with the company confirmed that the AWI Executive was briefed on the strategic planning framework, with a number of the Executive being involved in the development of this framework. To ensure new staff are familiar with the framework and are confident in its implementation, a training module is currently being developed for all staff. This will be modelled on the company's harassment and risk reporting tool and is expected to be rolled out in the second quarter of 2011-12. The Executive meets on a regular basis to discuss the implementation of the plan and any anticipated changes in priorities or processes, with issues being discussed and covered by exception. The quarterly self-evaluations are then incorporated into the formal quarterly reviews. The framework has been used to develop the 2011-2012 Operating Plan and to review the 2010-2013 Strategic Plan.

Performance monitored and reported

The company's strategic planning framework states that a range of internal and external evaluation activities are undertaken to monitor performance. Those that are relevant to monitoring progress towards strategic priorities include:

- ▶ (Monitoring of) performance against the strategy, program and project objectives, deliverables and outcomes at a project, program, strategy level;



- ▶ Monitoring and evaluation against Key Performance Indicators (KPIs) reported on a regular basis at individual, project, program and strategy levels; and
- ▶ Filling identified gaps in skills through internal training or recruitment is monitored and actively pursued.

The planning framework also states that 'M&E metrics are being developed and integrated into the strategic plan, and operating plans in a process to continuously improve the monitoring and evaluation performance of the Company'.

At the time of writing its *Strategic Plan 2010-2013*, AWI's M&E framework was based on a triple-bottom-line evaluation tool that had recently been developed by Price Waterhouse Coopers (PWC). Following a trial period the PWC tool was found to be too complex and unsuitable for evaluation at the project level. In response, AWI developed a draft framework for M&E in June 2011. Further details regarding the framework are provided in Section 6.

Following the development of the framework, consultation with AWI has confirmed that in 2011-12 performance will be monitored and reported against the KPIs identified in the *Strategic Plan 2010-2013*. AWI has commenced the formal monitoring of established service provision in the off-farm R&D and business development divisions.

Definition of M&E metrics in the Strategic Plan and process for continuous improvement

The June 2011 draft framework for monitoring and evaluation identifies one of AWI's goals in developing and implementing an effective evaluation framework as to 'continuously review and refine these evaluation processes'.

As noted above, the M&E framework included in the *Strategic Plan 2010-2013* is based on the evaluation tool developed by PWC. The framework is currently being redeveloped into an integrated suite of tools aligned to the specific needs of the RD&M functions and AWI overall. This is discussed further in Chapter 6.

The Strategic Plan will be reviewed in 2011-12 in line with the SFA and will reflect the changes made to the evaluation framework. This will be forwarded to the Minister by 30 June 2012.

Filling identified skills gaps

In 2010 planning was led by the Executive team with Rob Langtry providing consultant support. In 2011 he was appointed as AWI Chief Marketing and Strategy Officer with the responsibility of strategic and operational planning. A new Market Intelligence Manager, reporting to the Chief Marketing and Strategy Officer, has also been appointed. His responsibilities include providing information to support strategic planning. Including strategic planning capability and responsibilities within AWI staff, rather than consultants, will significantly assist with embedding the planning process in the organisation.



3.4 Internal structures for planning and evaluation

3.4.1 Evaluation Criteria

The evaluation criteria for this part of the review are:

- Internal structures, processes and capabilities are aligned with Strategic Plan and AOP.

3.4.2 Findings

Structures, processes and capabilities aligned

In late 2010, AWI undertook an internal review of its structures and processes in order to ensure alignment with the *Strategic Plan 2010-2013* and to deliver cost savings. The main focus was a realignment of AWI's global operations which resulted in a restructure of the Global Business Development department. The main aim of the restructure was to improve the efficiency of reporting, create greater unity between the various operations and provide a more cohesive approach to marketing. A laboratory in Italy was also closed as part of the restructure.

The strategic plan and annual operating plan highlight the company's focus on on-farm R&D, off-farm R&D, and marketing and business development, as described in Section 3.2.2 above. The CEO direct reports (Figure 4) demonstrate how the company is structured to align with AWI's strategic focus. Direct reports to the CEO are in the areas of: wool production; product development and commercialisation; global strategy and marketing; global business development; finance and IT; corporate affairs; and human resources.

The structure of the wool production, product development and commercialisation, global strategy and marketing, global business development, and corporate affairs teams is shown in Appendix B. These internal organisation charts demonstrate how the company is structured to deliver its key functions and strategic objectives.

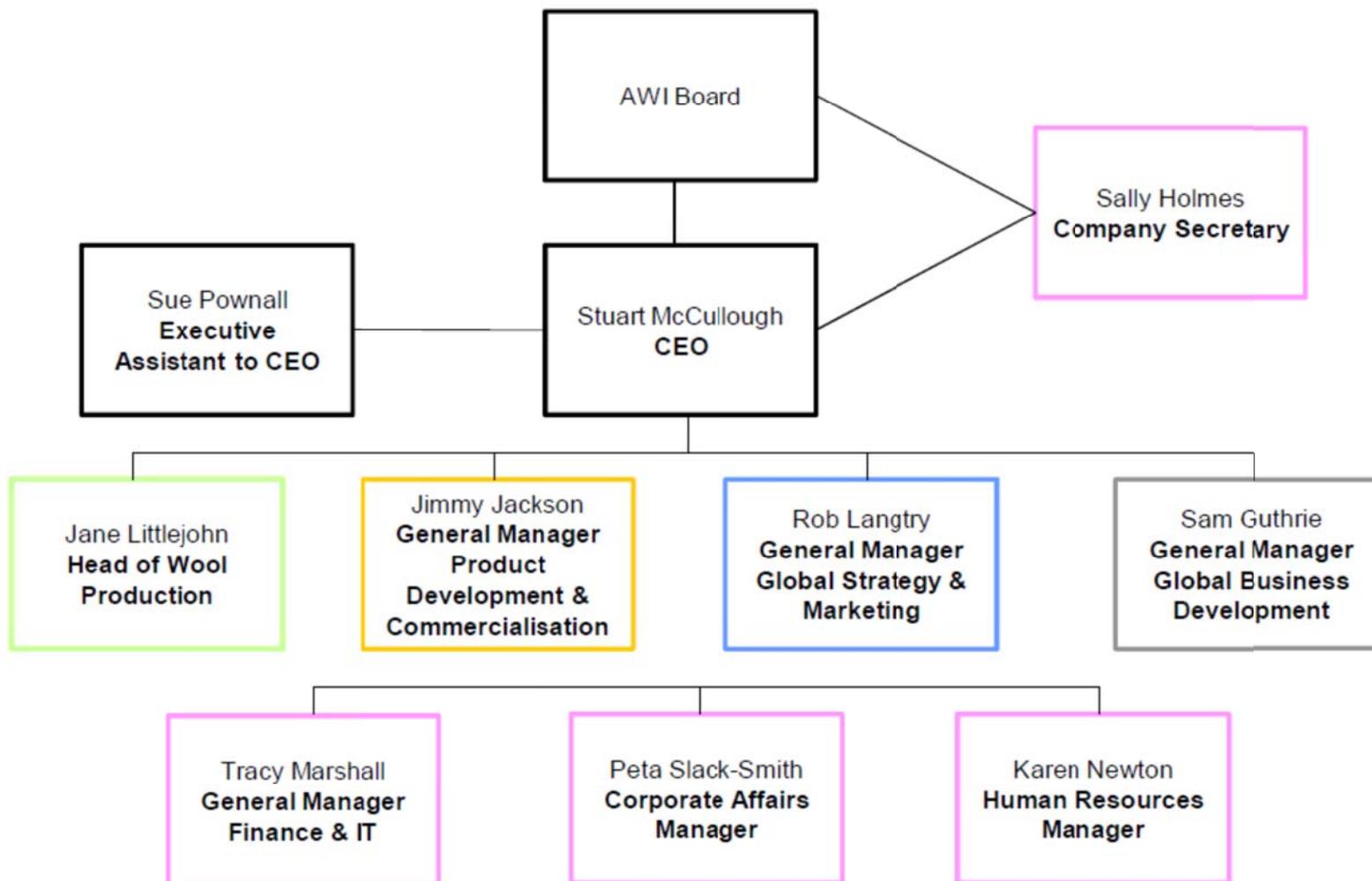
AWI has slightly increased its staff numbers from July 2010 to July 2011 (Table 5), with the largest increase in the Marketing division. Marketing resources now reflect the 50:50 funding split determined by growers at WoolPoll 2009.

Table 5 AWI headcount of staff by division; July 2010 compared to July 2011

Division	AWI Headcount (FTE)	
	July 2010	July 2011
Marketing	16	27
On-Farm R&D	8	10
Off-Farm R&D	23	20
Global Business Development	28	29
Enabling	45	38
Totals	120	124



Figure 4 CEO Direct Report



Source: AWI Organisational Structure CEO Direct Reports, June 2011



3.5 Summary

A summary of AWI's performance in the area of strategic direction is provided in Table 6.

AWI has maintained its strategic focus on RD&M which is clearly communicated in both the *Strategic Plan 2010-2013* and the current *2011-2012 Operating Plan*. A Strategic Framework has been developed to guide the strategic and annual operational planning process. The Board and Executive staff were briefed or involved in developing the framework which includes the major roles, responsibilities, tasks and linkages associated with the planning cycle. The framework is valued by staff interviewed and there is a commitment to continue developing and updating the framework after each planning cycle.

The company has produced a chart showing AWI's position in the industry and other key stakeholders. This provides a useful tool to assist AWI to focus its efforts and communicate with stakeholders.

The Strategic Framework was used this year to review the *Strategic Plan 2010-2013* and to develop the *2011-2012 Operating Plan*. Organisational performance against the strategic plan and operating plan is monitored and reported to AWI management and the Board.

During 2011 AWI recognised that the M&E framework did not provide adequate information to support the planning cycle or report against KPIs. In response, the M&E framework is currently being redeveloped into an integrated suite of tools aligned to the specific needs of the RD&M functions and AWI overall. This is discussed further in Chapter 6.

AWI has actively recruited new staff in order to align resources with the company's strategic focus on RD&M. The recent employment of the Chief Marketing and Strategy Officer and the Market Intelligence Manager will help support and fully embed the required capability and leadership within AWI.

In late 2010, AWI undertook an internal review of its structures and processes in order to ensure alignment with the *Strategic Plan 2010-2013* and to deliver cost savings. The company continues to adapt structures and processes to improve the delivery of RD&M functions that are aligned with the Strategic Plan and Operating Plan.

Potential improvements to the strategic planning framework include:

- ▶ Explicitly documenting the planning focus of stakeholder engagement activities. That is differentiating between seeking input to and communicating the actual intent of plans in the phases of the Annual Planning and Consultation Cycle.
- ▶ Expanding the explanation of the specific tasks and key supporting documents used in developing the strategic and annual operating plans in the strategic planning framework.

The value of demonstrating AWI's position could be further enhanced by developing a chart showing the company's position in the global wool value chain in relation to its core RD&M functions.



Table 6 Strategy – Summary of performance

Area	Evaluation criteria	Actions completed	Actions in progress	Conclusions
Strategic direction	<ul style="list-style-type: none"> Clear explanation and linkages demonstrated between function and responsibility in line with Strategic Plan and AOP 	Functions and responsibilities align with Strategic Plan and AOP	AOP and functions continually reviewed and improved to deliver on current strategy	<p>Completed</p> <p>Strategic Plan reviewed, current direction maintained</p> <p>Strategic Framework to guide planning established</p> <p>Functions and responsibilities aligned, Strategic Plan and AOP documented and updated as improvements made</p> <p>Could be further strengthened by charting AWI's position in the global wool value chain in relation to its core RD&M functions.</p>
	<ul style="list-style-type: none"> Establishment of 'Strategic Framework for the development of Strategic Plan and Annual Operating Plans (guidelines) to ensure a systematic, consistent approach supported by analysis and consideration of options and effective engagement 	Strategic planning framework created and being implemented	Framework reviewed and updated each quarter	
	<ul style="list-style-type: none"> Organisation chart defining role in industry and relationship with other industry participants 	AWI stakeholder chart developed		
Strategy setting process	<ul style="list-style-type: none"> Framework for staff are being implemented 	Framework used in 2011 planning	Framework reviewed and updated each quarter	<p>In progress</p> <p>Strategy process formalised (framework) and being implemented</p> <p>Potential to improve detailed documentation of framework and links to stakeholder engagement to improve transparency and usability</p> <p>Actions in place to address gaps in performance monitoring (metrics, processes and capability)</p>
	<ul style="list-style-type: none"> Performance against the strategy and KPIs is monitored and reported 	Performance monitored and reported	KPI monitoring and reporting to be fully implemented	
	<ul style="list-style-type: none"> Clear definition of M&E metrics in the strategic plan, and process to continuously improve the monitoring and evaluations 	Design of new M&E Framework commenced	Implementation of M&E framework	
	<ul style="list-style-type: none"> Filling identified gaps in skills through internal training or recruitment 	Staffing levels stabilised and aligned with strategic priorities	On-going development in line with plans and revenues	
		Planning and evaluation consultants now full time staff		
Internal structures for planning and evaluation	<ul style="list-style-type: none"> Internal structures, processes and capabilities are aligned with Strategic Plan and AOP 	Structures and processes reviewed to improve strategic delivery, focusing on Global Development team	Processes and structure will be reviewed and adjusted if required after each planning cycle	<p>Completed</p> <p>Commitment and action to structural and process improvements on-going</p>

- Completed** – the criteria have been met and there are no recommendations, except that AWI continue to implement the activities already in place.
- In progress** – criteria will be met once existing improvements are completed and all relevant activities continue to be implemented by AWI.
- Partial** – work in progress to address criteria but recommendations to achieve criteria by 2012 identified.



4. Operations

4.1 Evaluation criteria

Engagement

- ▶ Evidence of ongoing engagement and consultation with key stakeholders through the Woolgrower Industry Consultative Committee (ICC), Animal Welfare Forum (AWF) and other stakeholder groups on:
 - Strategic and annual operating plan development;
 - RD&M implementation;
 - Engagement with retailers beyond the compliance requirement; and
 - Other issues as appropriate.

Staff performance management

- ▶ Establishment of a performance framework.
- ▶ KPIs to measure outcomes.
- ▶ Evidence of linkage of KPIs from strategic plan to operating plan to staff performance agreements.

4.2 Engagement

4.2.1 Evaluation Criteria

The evaluation criteria for this part of the review are:

- ▶ Evidence of ongoing engagement and consultation with key stakeholders through the Woolgrower Industry Consultative Committee (ICC), Animal Welfare Forum (AWF) and other stakeholder groups on:
 - Strategic and annual operating plan development;
 - RD&M implementation;
 - Engagement with retailers beyond the compliance requirement; and
 - Other issues as appropriate.

4.2.2 Findings

Ongoing engagement and consultation via Woolgrower ICC, AWF and other key stakeholder groups

AWI has developed a detailed Corporate Affairs Management Strategy with the overarching objective 'to guide communications and stakeholder engagement activities to ensure industry groups, SFOs and woolgrowers have a clear understanding of AWI's businesses, its activities and achievements.'

This management plan has been developed in order to provide implementation plans for each of the Corporate Affairs' strategic platforms, detailing communication and engagement activities. The three strategic platforms the implementation plans cover are:



- ▶ Industry stakeholder engagement;
- ▶ Issues management – Animal welfare;
- ▶ Government relations.

The annual planning and consultation cycle (Figure 2 on page 10) has been updated to reflect consultation with key stakeholders by all teams across the entire company as outlined in the *2010-2013 Strategic Plan*. This reflects the outcomes of WoolPoll 2009, with the business being realigned to the new 50:50 funding split between R&D and marketing.

Appendix C contains both the planned and actual consultation undertaken by AWI with their key stakeholder groups from 1 July 2010 – 30 June 2011.

Engagement with the Woolgrower Industry Consultative Committee

In 2009, AWI established two key consultative groups – the Woolgrower ICC and the AWF. The ICC has met on four occasions during 2010-11 (July, November, March and June). The ICC is comprised of:

- ▶ Wool Producers Australia;
- ▶ Australian Stud Merino Breeders Association;
- ▶ Australian Wool Growers Association;
- ▶ Australian Superfine Woolgrowers Association; and
- ▶ Representatives from broad wool and meat sectors.

As the single largest investor and a key stakeholder, DAFF has been invited to attend each ICC meeting in 2010-11, however was unable to be involved.

AWI has used the ICC meetings to engage with key industry partners in order to:

- ▶ Receive feedback on the development of the strategic and annual operating plan;
- ▶ Provide information on R&D activities (including on-farm and off-farm);
- ▶ Provide information on marketing activities; and
- ▶ Provide an update on current activities involving AWI (including operating environment, statutory funding agreements and board nominations committee) and issues facing the industry.

AWI has recently created the new position of 'Industry Relations Manager', with responsibility for:

- ▶ Industry stakeholder management, while also assisting:
- ▶ Government relations; and
- ▶ Special projects.

This role was created in order 'to provide proactive advice and information on industry matters relevant to AWI, in order to manage productive relationships and regular two-way exchange on industry policies and priorities as required. This exchange will also ensure the key industry stakeholders, and their members, are updated regularly on AWI research, development and marketing activities and outcomes.' The Industry Relations Manager also has the responsibility of liaising with all grower groups in order to ensure that that these organisations are regularly and appropriately updated on key AWI activities.



Engagement with the Animal Welfare Forum

AWI continues to use the AWF 'to improve its consultative approach to planning its sheep welfare R&D strategy with animal welfare organisation representatives and representatives of other key stakeholder groups including sheep veterinarians and researchers.'

The forum meets twice a year (March and November in 2010-11) with breech flystrike prevention continuing to be the main focus.

Engagement with other stakeholder groups

Engagement with shareholders

AWI has conducted its Woolgrower Forum bi-annually since 2009 (October 2010 and March 2011 during this review period). The forum allowed shareholders to provide input into the development of the *2011 - 2012 Operating Plan*, and provide AWI with feedback on the strategic direction undertaken by the company in light of the current industry environment and outcome of the plans implemented during 2010-11. A summary list of stakeholder consultations undertaken from 1 July 2010 - 30 June 2011 is shown in Appendix E.

Stakeholder engagement surveys were undertaken in 2003, 2005, 2007 and 2008. The surveys gauged stakeholders' understanding of the company's role and functions, and ensured AWI understood stakeholder needs.

In June 2011, AWI issued a project brief for a third party 'to undertake qualitative and quantitative research about the views, awareness and perceptions of its shareholders (Australian woolgrowers) relating to a number of key areas of AWI's activities.'

The scope of this project brief is to allow AWI to undertake market research in order to gain an 'improved awareness of how well its shareholders understand the company, its statutory operating environment, levy expenditure, and program outcomes.'

The research objectives for the AWI Shareholder Market Research are:

- ▶ Basic enterprise data;
- ▶ Understanding of AWI;
- ▶ Awareness and perceptions of AWI's programs; and
- ▶ Information needs.

Over 750 growers will be interviewed as part of the shareholder market research which is consistent with the previous surveys undertaken for AWI.

The final report on market research outcomes is scheduled to be presented to AWI by 30 October, 2011. AWI will use the market research to identify stakeholder expectations of AWI and how the company meets those expectations. The research will also allow AWI to identify priority issues for stakeholders and areas for improvement. This can be used to assist the company in allocating funding and to further engage with its shareholders.



Government

In accordance with the *Statutory Funding Agreement 2010 to 2013*, AWI is required to meet with DAFF on a quarterly basis to report on:

- ▶ RD&M operations;
- ▶ Productivity Commission Inquiry;
- ▶ Flystrike prevention;
- ▶ Engagement with stakeholders; and
- ▶ Compliance with SFA.

AWI has developed a Compliance Report to demonstrate how the company is complying with the SFA requirements. The Compliance Report identifies actions against the SFA that have been completed or are in progress.

DAFF and AWI met in July and December (2010) and March and June (2011). AWI has also provided updates to the Minister over the past twelve months in relation to the:

- ▶ Board Nomination Committee;
- ▶ Appointment of external consultant John Harrison to compile a skills matrix of the current Board members; and
- ▶ Proposed amendments to the AWI Constitution.

In addition the Draft 2011-2012 Operating Plan was submitted to DAFF for feedback prior to finalisation and approval by the board. The plan was then sent to The Minister for final approval.

During this review period AWI has worked with the Department of Foreign Affairs and Trade (DFAT) in relation to market access. AWI has made submissions to the following trade agreement negotiations in order to complement its existing marketing strategy, explore future opportunities and to diversify risk:

- ▶ Trans Pacific Partnership Agreement;
- ▶ Australian India Comprehensive Economic Cooperation Agreement; and
- ▶ Australia-China 2.0.

Retailers

AWI continues to hold annual meetings with the British Retail Consortium (BRC) and National Retail Federation (NRF) to provide an update on breech flystrike R&D and animal welfare. The meetings provide an opportunity to highlight AWI's progress and achievements in these areas. The meetings were held in September 2010 in the United Kingdom, Brussels and the United States, with meetings scheduled for September 2011.

Quarterly audits on the progress of research and development of mulesing alternatives, conducted independently by the Australian Veterinary Association, are also provided to NRF and BRC. AWI also provides quarterly briefs, reporting on activities within the company, R&D developments and marketing strategies. Retailers have indicated to AWI that the regular communication via the consultation cycle allows them to report in a consistent manner and that they feel confident in being able to have informal discussions with AWI on issues as they arise.

Expert advisory panels

Several expert advisory panels have been established for the on-farm R&D, off-farm R&D and marketing divisions in order to increase engagement with stakeholders.

4.3 Staff performance management

4.3.1 Evaluation Criteria

The evaluation criteria for this part of the review are:

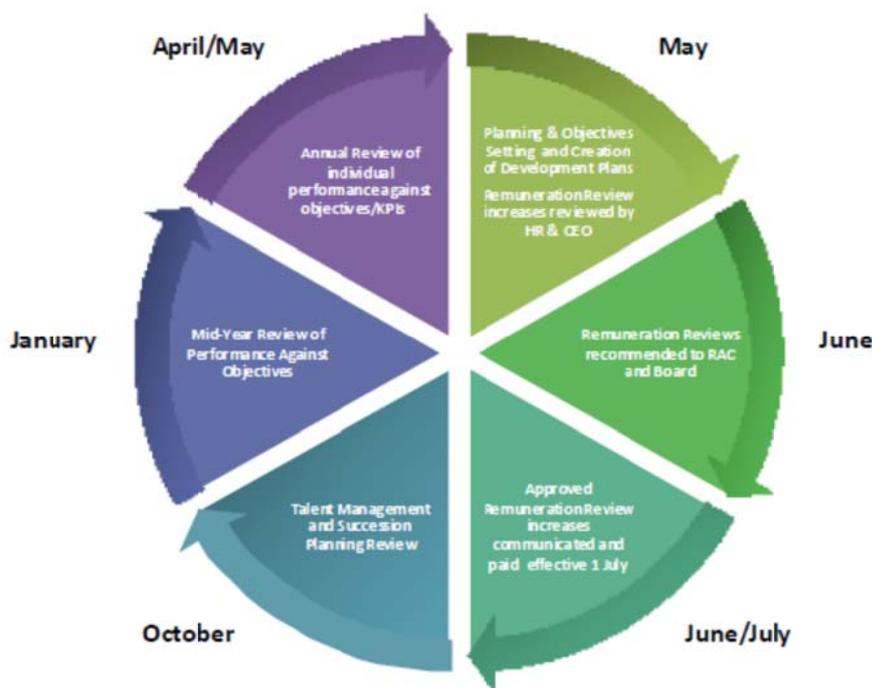
- ▶ Establishment of a performance framework.
- ▶ KPIs to measure outcomes.
- ▶ Evidence of linkage of KPIs from strategic plan to operating plan to staff performance agreements.

4.3.2 Findings

Establishment of performance framework

AWI revised its performance management policy in March 2011. The policy states that the company's performance management system 'ensures employees know how they contribute to the strategic goals of the organisation and what is expected of them by linking performance management with AWI's overall business plan and organisational objectives / KPIs'. The performance management process, and its link with AWI's remuneration policy, is depicted in Figure 5.

Figure 5 AWI performance management and remuneration review cycle



Source: AWI Performance Management Policy, March 2011



All AWI staff are required to participate in the performance management process, which is comprised of three phases:

- ▶ Planning and objective setting;
- ▶ Performance monitoring and feedback; and
- ▶ Review of achievements and the effectiveness of development activities.

AWI's performance management policy includes:

- ▶ Relevant roles and responsibilities of managers, employees, the CEO and HR;
- ▶ Guidelines for planning and setting of objectives / KPIs;
- ▶ Guidelines for performance monitoring and feedback; and
- ▶ Guidelines for the review of achievements and effectiveness of development activities.

Salary benchmarking is being undertaken for all staff.

KPIs to measure outcomes

According to AWI's Performance Management Policy, employees will work with their managers to develop and agree upon KPIs and formulate their development plan. The KPIs will be designed to 'focus on the results individuals are expected to achieve and how they contribute to the attainment of business unit and corporate goals'.

Management reports that KPIs have been developed with all staff members, and these are linked to the strategic plan.

Linkage of KPIs from plans to performance agreements

AWI developed a remuneration policy in 2011. The policy states that the annual performance review process 'assesses the degree to which each employee is satisfying the requirements of his/her role and the degree to which established performance objectives/KPIs have been achieved. The performance review process has a direct link to the annual remuneration review'.

The GHD project team has seen the CEO's evaluation agreement. The agreement places a strong emphasis on strategic development and implementation. Relevant objectives and associated KPIs are shown in Table 7.

Table 7 CEO objectives and KPIs related to strategic development and implementation

Objective	KPIs
Operationalise the strategic plan and drive organisational wide implementation to ensure organisational objectives are achieved	<ul style="list-style-type: none"> ▶ Key milestone objectives and dates are achieved ▶ Timely adjustments in strategies are made in response to external forces or board directions ▶ Business unit objectives aligned to operational plan ▶ Business strategy communicated to employees including quarterly progress reviews and updates ▶ Implementation of an annual planning and review calendar



Objective	KPIs
Development and execution of marketing plan	<ul style="list-style-type: none"> ▶ Milestone dates met ▶ Measurement of success of program ▶ % increase in number of B2B partnerships ▶ Marketing effectiveness ▶ Management of agency and controls in place to ensure work undertaken does not exceed budget ▶ Marketing effectiveness to be measured in at least one of four ways consistent with benefit cost analysis of any marketing style project: media reach, \$ in by partners, in kind in by partners, volume sold by partners
Development and execution of research and development plan	<ul style="list-style-type: none"> ▶ Clearly defined research governance framework in place ▶ Annual calendar of merit based research project selection targeted to strategic priorities ▶ Integration of science and marketing implemented

The KPIs included in the strategic plan for the areas of on-farm R&D, off-farm R&D and marketing are included in the annual operating plan. However, the KPIs for international sales are excluded from the annual operating plan and those for market access differ from the strategic plan. Consultation with AWI confirmed that the restructure of Global Business Development has recently been completed in order to align with the priorities of the strategic plan. This consolidation has taken time due to the number of jurisdictions in which AWI operates and the associated country specific jurisdictions. Once finalised, AWI briefed all key sales people in Hong Kong regarding the company's expectations, position descriptions, operating requirements and associated KPIs. This process was managed by the General Manager Business Development and the Human Resources Manager to ensure clear communication and agreement with KPIs.

AWI is currently in the process of reviewing the position descriptions of all staff in order to accurately reflect their role within the organisation. These position descriptions are being reviewed in order to align the individual staff KPIs to the *Strategic Plan 2010-2013* and the *Annual Operating Plan 2011-12*. The KPIs of the CEO were first identified and then these cascade into the Executives and their teams. The review of position descriptions also arose due to the restructure of the company (described above), to reflect changes in the Global Business Development roles and the realignment of AWI with its subsidiary companies within certain countries. Contracts and terms and conditions of employment have also been reviewed and harmonised where required to ensure consistency within each country where AWI has operations.

Management reports that staff are now able to monitor and assess their own performance against KPIs, leading to increased compliance rates for performance reviews due to greater line of sight and a linkage having been created between individual objectives/KPIs and strategic plans/objectives.

HR has developed a user-friendly 'AWI Go-To Guide' in order to assist staff in directing their enquiries to the relevant department within AWI. The company is also in the process of rolling out an employee handbook to all staff in China.



There are opportunities for staff to undertake training (internally and externally provided) in order to complement existing skills and to enhance further learning and development opportunities.

4.4 Summary

A summary of AWI's performance in the area of operations is provided in Table 8.

AWI has continued to place considerable effort on stakeholder engagement by all staff over the past year, guided by the Corporate Affairs Management Strategy and the *Annual Planning and Consultation Cycle*. The effort, improved processes and clear structure placed on engagement is recognised and appreciated by stakeholders interviewed by the review team. They also reported that AWI has become more open over the past two years in its formal and informal communications. The reintroduction of the shareholder survey, currently being undertaken, will provide more representative and objective measures of AWI's performance through researching shareholders' understanding of the company and their awareness and perceptions of its programs.

AWI developed a performance management policy in March 2011. The system ensures an explicit link between individual staff KPIs and the strategic objectives of the company. The company is currently reviewing all position descriptions to ensure individual staff KPIs align with the *Strategic Plan 2010-2013* and the *Annual Operating Plan 2011-12*. Contractual terms and conditions of employment have also been reviewed and harmonised where required to ensure consistency within each country where AWI has operations. These initiatives will improve structural and strategic alignment within the company and should contribute to greater unity once completed effectively.

There is scope to continue to improve stakeholder engagement, particularly in:

- ▶ Expanding the shareholder survey to other stakeholders (e.g. government and retailers) to provide information on stakeholders' understanding and perceptions of AWI and its programs;
- ▶ Repeating stakeholder surveys annually in the short term while confidence and trust in AWI is rebuilt, to provide objective measures on understanding, and perceptions of AWI and its programs;
- ▶ Making the Operating Plan publically available to improve understanding and transparency; and
- ▶ Clearly documenting the focus (e.g. seeking input or communicating planned actions and directions) of stakeholder engagement in the Annual Planning and Consultation Cycle.



Table 8 Operations – Summary of performance

Area	Evaluation criteria	Actions completed	Actions in progress	Conclusions
Engagement	<ul style="list-style-type: none"> ▶ Evidence of ongoing engagement and consultation with key stakeholders through the Woolgrower Industry Consultative Committee (ICC), Animal Welfare Forum (AWF) and other stakeholder groups on: <ul style="list-style-type: none"> ○ Strategic and annual operating plan development ○ RD&M implementation ○ Engagement with retailers beyond the compliance requirement ○ Other issues as appropriate 	<p>Annual Planning and Consultation Cycle implemented and associated fora, committees, panels and formal / informal stakeholder meetings and communications undertaken</p> <p>Corporate Affairs Management Strategy implemented</p> <p>Industry Relations Manager appointed</p> <p>Active stakeholder engagement across all AWI teams</p>	<p>On-going implementation</p> <p>Shareholder (woolgrower) survey underway</p>	<p>Partial</p> <p>AWI has a structured and transparent stakeholder engagement process which is being actively implemented</p> <p>Increased engagement noted and appreciated by stakeholders</p> <p>Shareholder survey will provide objective measure of woolgrower understanding and perceptions of AWI</p> <p>The shareholder survey should be expanded to provide objective measures of all stakeholders' understanding and perceptions of AWI</p>
Staff performance management	<ul style="list-style-type: none"> ▶ Establishment of a performance framework ▶ KPIs to measure outcomes ▶ Evidence of linkage of KPIs from strategic plan to operating plan to staff performance agreements 	<p>Performance framework updated with KPIs linked to AWI performance</p> <p>Contracts and terms reviewed and harmonised to improve alignment and consistency</p>	<p>Full implementation of performance framework</p> <p>On-going revision and harmonisation of staff conditions</p>	<p>In progress</p> <p>Alignment of staff performance framework and conditions underway and scheduled to be completed within 12 months</p>

- ▶ **Completed** – the criteria have been met and there are no recommendations, except that AWI continue to implement the activities already in place.
- ▶ **In progress** – criteria will be met once existing improvements are completed and all relevant activities continue to be implemented by AWI.
- ▶ **Partial** – work in progress to address criteria but recommendations to achieve criteria by 2012 identified.



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5. Governance

5.1 Evaluation Criteria

Board governance

- ▶ Board performance is assessed.
- ▶ Policy and procedures for corporate governance are established and reviewed as appropriate.

Appointment of Directors

- ▶ Process to appoint directors is consistent with the AWI Constitution and compliant with the Statutory Funding Agreement.

Risk, Fraud and Intellectual Property

- ▶ Review of plans completed within the timeframes required.
- ▶ Evidence of staff training to ensure understanding of plans.
- ▶ Staff feedback on plans to identify consistent application.
- ▶ Company's IP and contracting procedures are consistent.

5.2 Board governance

5.2.1 Evaluation Criteria

The evaluation criteria for this part of the review are:

- ▶ Board performance is assessed.
- ▶ Policy and procedures for corporate governance are established and reviewed as appropriate.

5.2.2 Findings

Board performance assessed

As a requirement of the *2010-13 Statutory Funding Agreement*, AWI has continued in undertaking a comprehensive review of its corporate governance practices. In undertaking this review the Board engaged John Harrison of John Harrison & Associates to prepare a board skills matrix which reflects the SFA. John Harrison has been a key advisor to the Board since late 2008 and counsels on corporate governance issues including the role and responsibilities of directors and to assist the Board in rectifying issues as they arise.

After developing the board skills matrix, John Harrison met with each director individually to document their experience against skills in the matrix. All directors were then invited to analyse the skills of each director and provide feedback where necessary. Directors were willing to engage in this process and have made a commitment to critically review their performance on an annual basis.



Policy and procedures for corporate governance established and reviewed

AWI has continued to review its policies and procedures for corporate governance. Table 9 outlines the policies that form part of AWI's corporate governance procedures and the dates they were last reviewed. AWI continues to implement a schedule of regular governance policy reviews.

Over the past twelve months the company's focus has been on the Charter of the Committees of the Board which includes the addition of the Board Nomination Committee charter. The *2010-2013 Statutory Funding Agreement* with the Australian Government commenced on 1 July 2010. The Board Charter and Directors Expenses / Travel Policy is also currently under review and will be approved by the end of 2011.

Table 9 Corporate Governance Policies

Document	Date approved / amended
Charter of the Committees of the Board	18 November 2010
Board Charter	Currently under review
Code of Conduct – Directors and Officers	17 March 2005
Code of Conduct – Obligations to Shareholders	24 May 2006
Corporate Governance – Communications Strategy	16 February 2006
Directors Expenses Policy / Travel Policy	Currently under review
Conflicts of Interest Directors and Officers	24 September 2009
AICD Code of Conduct	N/A – prescribed by the AICD for its members
Statutory Funding Agreement	1 July 2010

Over the last year AWI has continued to enhance the corporate governance qualifications of the Board and Executive Team by encouraging them to undertake the Australian Institute of Company Directors (AICD) course.

5.3 Appointment of directors

5.3.1 Evaluation Criteria

The evaluation criteria for this part of the review are:

- ▶ Process to appoint directors is consistent with the AWI Constitution and compliant with the Statutory Funding Agreement.

5.3.2 Findings

Process to appoint directors consistent with AWI Constitution and SFA

AWI, as a requirement of the SFA with the Australian Government, has introduced a Board Nomination Committee in order to assess the skills of candidates seeking election or re-election to the Board. This requirement was introduced as the Australian Government is seeking greater consistency and improved



governance across all Rural Research and Development Corporations (RDCs) and is introducing the changes as individual RDCs negotiate their SFAs. AWI's SFA was one of the first to be negotiated under the Government's new policy framework. Consultation with DAFF reaffirms the Department's requirement for AWI to have a skills based board in place.

The AWI Board resolved in July 2010 to have a Board Nomination Committee of five members comprising of three external members and two AWI Board members who are not seeking re-election. Each member of the committee was appointed in accordance with the Board Nomination Committee Charter (last amended 18 November 2010).

The role of the Board Nomination Committee is to 'consider the CVs of candidates nominated to be elected or re-elected to the office of Director and will make a recommendation to shareholders as to those candidates who will, in its view, best ensure that the Board collectively has an appropriate balance of skills and experience in the areas required in the SFA⁴.' The Board Nomination Committee held its first meeting on 8 August 2011.

Under the terms of the AWI Constitution an individual can still be considered as a candidate for the AWI board by obtaining 100 signatures. The Nomination Committee will make an assessment of every valid nominated candidate based on the skills required by the Board.

John Harrison was also engaged by the Board to prepare a skills matrix to identify potential skill gaps arising from Directors retiring and/or standing for re-election. John Harrison presented the skill matrix to the Board Nominations Committee at its inaugural meeting in August 2011.

5.4 Risk, fraud and IP

5.4.1 Evaluation Criteria

The evaluation criteria for this part of the review are:

- ▶ Review of plans completed within the timeframes required.
- ▶ Evidence of staff training to ensure understanding of plans.
- ▶ Staff feedback on plans to identify consistent application.
- ▶ Company's IP and contracting procedures are consistent.

5.4.2 Findings

Review of plans completed within timeframes required

AWI has committed to review the Risk, Fraud and Intellectual Property (IP) Policies every three years under its reporting requirements of the SFA and has developed a comprehensive Risk Management Policy and Framework and Fraud Control Plan that identifies responsibilities, processes, reporting, communication and other arrangements as required. On a continuous basis AWI also reviews its Risk Profile, Fraud Profile and Intellectual Property Integrity Profile. These plans were updated in January 2011 to reflect changes to AWI's management structure and involved replacing the regional risk profiles with an international profile, and separating the marketing and technical support profiles. Risk profiles have now been created for:

⁴ AWI (2011) Media Release – *AWI Board Nomination Committee announced and supported by industry*; 20 May 2011



- ▶ AWI Corporate Services;
- ▶ AWI International;
- ▶ AWI Marketing;
- ▶ AWI Wool Production; and
- ▶ AWI Technical Support.

The company reports that its IP Management Plan (encompassing a review of the IP Policy) is currently being updated. Concurrent to this update, the Primary Industries Steering Committee (PISC) is working to harmonise IP principles. While AWI says it is committed to harmonising IP principles its immediate priority is to ensure it meets its reporting requirements under the SFA. The fraud and risk plans will be submitted to the Board for review in September 2011.

Evidence of staff training to ensure understanding

Contract and IP training was held in April, May and August 2011 with ongoing training provided to new staff and on an as needs basis (Table 10). The training content includes:

- ▶ An overview of the project management process (proposals, evaluation, approval);
- ▶ Intellectual property policies and procedures;
- ▶ Contracting (types of contracts, templates, contract policy, managing projects and contracts); and
- ▶ Project management, completion and review.

The company reports that there has been an improvement as a result of the training undertaken by staff, in particular increased awareness and confidence to ask questions. Consultation with AWI confirms that in New Delhi, Biella, Ichinomiya and Shanghai all relevant staff have been trained, with the balance of staff identified by the local country manager as not requiring the training as part of their role. The Sydney office also have a number of staff who are not required to undertake this training as part of their role. AWI will continue to follow up any outstanding training requirements with staff who were not available when training was originally undertaken.

Table 10 IP Training undertaken by AWI Staff

Location	Participants
Sydney - Australia	49 out of 64
Deniliquin - Australia	1 out of 1
Hong Kong	6 out of 8
New Delhi - India	4 out of 5
Biella - Italy	6 out of 12
Ichinomiya - Japan	0 out of 9
Shanghai - China	9 out of 11
Lille - France	0 out of 1
Barcelona - Spain	2 out of 2



Location	Participants
Neuss - Germany	3 out of 3
Diessen - Netherlands	1 out of 1
Seoul - Korea	2 out of 2
Tokyo - Japan	7 out of 7
London - United Kingdom	1 out of 2
New York - United States	2 out of 2
Beijing - China	0 out of 2
Taiwan - Taiwan	1 out of 1
Istanbul - Turkey	0 out of 1

Staff feedback on plans

The company reports that informal staff feedback on the training has been satisfactory. While there has been no formal feedback sought, staff understanding of the training is proposed to be tested through the introduction of a Policy and Procedure section in the compliance system. A compliance report is prepared for review on a quarterly basis.

IP and contracting procedures consistent

AWI has revised its contracting procedures to ensure they are consistent with its IP policy. 10% of contracts are randomly internally audited every month for consistency.

5.5 Summary

A summary of AWI's performance in the area of governance is provided in Table 11.

AWI has been proactive in assessing Board performance by commissioning an independent consultant to develop a Board skills matrix and to map each director's experience against the matrix. Directors were also encouraged to analyse the skills of each director and provide feedback. This enabled the identification of development requirements for individual directors, as well as the necessary skills of future board members. The Board has made a commitment to formally review its performance on an annual basis.

The company has an annual plan of scheduled work in relation to corporate governance practices. This includes a framework which identifies all corporate governance requirements and associated policies and procedures for regular review.

The Board has established the process for appointing a skills based board in compliance with the SFA and the AWI Constitution. This involves the Nominations Committee assessing and recommending invited and shareholder nominated candidates based on identified board skills requirements.

Processes and procedures have been established for the review, implementation and compliance of risk, IP and fraud policies in AWI. The IP and contracting policies are consistent, with full integration into the compliance system scheduled to be completed within 12 months.



Contract and IP training was held in April, May and August 2011 with ongoing training provided to new staff and on an as needs basis. While there has been no formal feedback sought, staff understanding of the training is proposed to be tested through the introduction of a Policy and Procedure section in the compliance system.



Table 11 Governance – Summary of performance

Area	Evaluation criteria	Actions completed	Actions in progress	Conclusions
Board governance	<ul style="list-style-type: none"> Board performance is assessed 	Board regularly assesses performance and skills with consultant assistance	On-going assessment	Complete Board and governance review process established and being implemented
	<ul style="list-style-type: none"> Policy and procedures for corporate governance are established and reviewed as appropriate 	Policy and procedures established and reviewed	On-going assessment	
Appointment of directors	<ul style="list-style-type: none"> Process to appoint directors is consistent with the AWI Constitution and compliant with the Statutory Funding Agreement 	Skills matrix completed Nominations Committee established	Nominations Committee assessment and recommendation of candidates based on required skills available to shareholders at board election	Complete Board candidates may be nominated by Nominations Committee based on skills assessment or shareholders Candidate recommendations available to shareholders
Risk, fraud and IP	<ul style="list-style-type: none"> Review of plans completed within the timeframes required 	Reviews consistent with requirements	On-going implementation	In progress Processes and procedures established and implemented Full integration into compliance system to be finalised within 12 months
	<ul style="list-style-type: none"> Evidence of staff training to ensure understanding of plans 	Training undertaken	On-going implementation	
	<ul style="list-style-type: none"> Staff feedback on plans to identify consistent application 	Quarterly compliance report produced	Will be integrated into compliance system	
	<ul style="list-style-type: none"> Company's IP and contracting procedures are consistent 	Contracting procedures aligned with IP policy and audited	On-going implementation	

- Completed** – the criteria have been met and there are no recommendations, except that AWI continue to implement the activities already in place.
- In progress** – criteria will be met once existing improvements are completed and all relevant activities continue to be implemented by AWI.
- Partial** – work in progress to address criteria but recommendations to achieve criteria by 2012 identified.



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6. Monitoring and Evaluation

6.1 Evaluation criteria

M&E Framework

- ▶ M&E framework developed and commitment to continuously review and improve as required.
- ▶ Evidence of progress towards a M&E system that will ensure value to levy payers and stakeholders is able to be reported

6.2 M&E framework

6.2.1 Evaluation Criteria

The evaluation criteria for this part of the review are:

- ▶ M&E framework developed and commitment to continuously review and improve as required.
- ▶ Evidence of progress towards a monitoring and evaluation system that will ensure value to levy payers and stakeholders is able to be reported.

6.2.2 Findings

M&E framework and commitment to continuous improvement

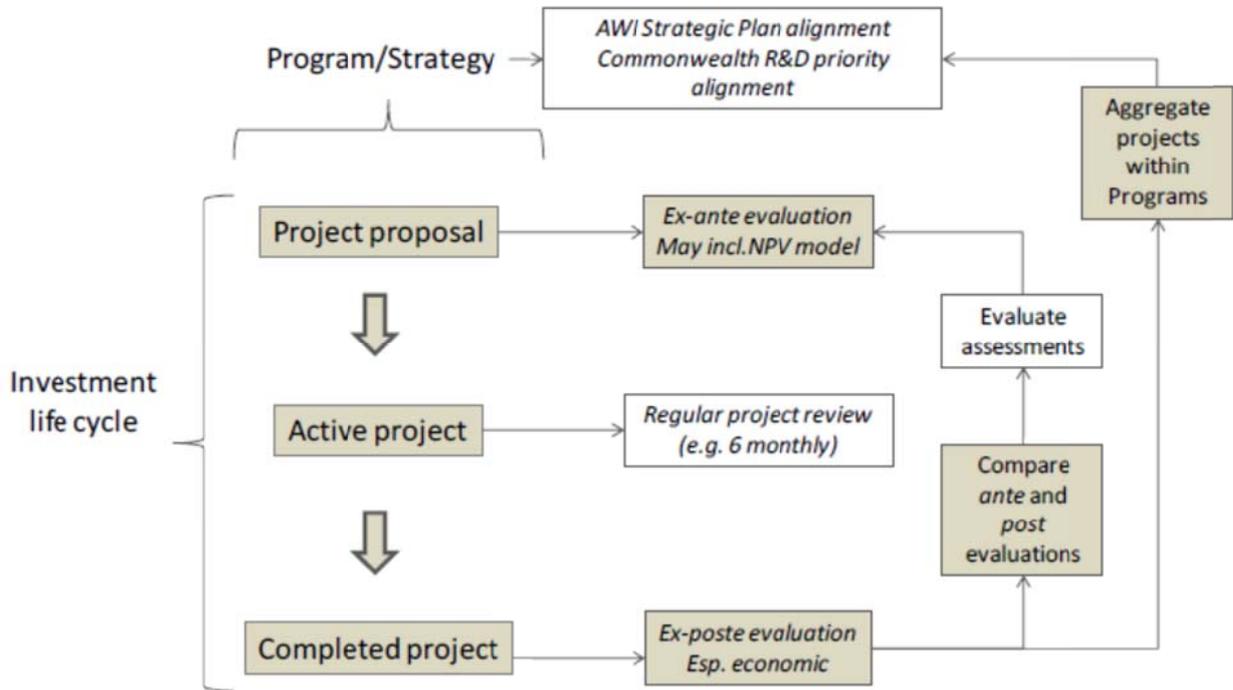
In February 2011 AWI undertook a review of its M&E approach. The key findings arising from the review were:

- ▶ AWI needs to be able to better compare ex ante and ex post evaluations;
- ▶ AWI evaluations should focus on the Program level, particularly when evaluating post-farm R&D;
- ▶ The PWC tool is too complex and unsuitable for evaluation of individual projects;
- ▶ The Innovar tool is more suitable for individual project assessment and the results correlate highly with the PWC tool;
- ▶ The Rendell McGuckian model should be used for on-farm economic assessments;
- ▶ AWI has developed an evaluation tool for post-farm R&D, however this needs to be calibrated against peer-reviewed general equilibrium models;
- ▶ AWI needs to develop a suitable methodology for retail, brand and garment manufacturing partners to report the impacts of AWI investments; and
- ▶ Consumer level marketing projects require a specific tool for monitoring and evaluating media investments in key influencer and consumer markets.

Following the review, AWI developed a draft framework for M&E in June 2011. The framework identifies one of AWI's goals in developing and implementing an effective evaluation process as to 'continuously review and refine these evaluation processes'. The evaluation process is shown in Figure 6.



Figure 6 Evaluation process



Source: AWI Framework for Monitoring and Evaluation, June 2011

Consultation with management confirmed that the M&E framework is a 'living' document that will continue to be updated. The company intends that the framework will ultimately allow reporting against the KPIs in the strategic plan.

M&E system that enables reporting of value to levy payers and stakeholders

AWI states one of the key goals of its M&E framework as being to 'build stakeholder confidence in AWI, by demonstrating returns to investors'. The company has determined that due to the broad scope of its investments, a range of tools are required to assess impacts. Figure 7 shows how these tools will be used to evaluate AWI's investment program.

AWI also intends to continue using the PWC tool to assist with ex-ante evaluations at a program level, and annually for ex-post reviews of the five core strategic areas. Its position and purpose in the suite of evaluation tools needs to be included in the M&E framework (Figure 7).



Figure 7 Tools used to evaluate AWI's investment program

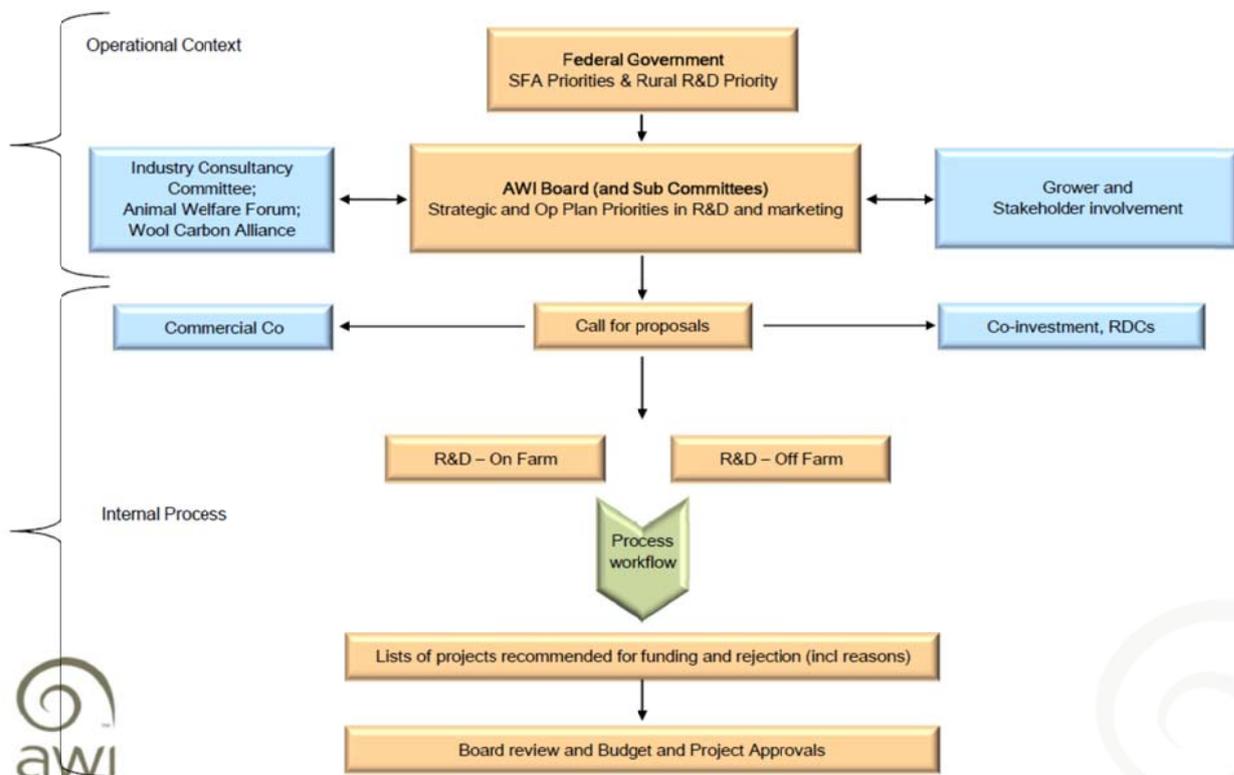
Strategic investment program	Investment targets	Metrics	Methods	Status
On-farm	~30,000 wool producing enterprises	Identified by project	Ex-ante (Innovar, plus RM tool)	Underway.
			Selected Ex-poste evaluations	<i>To be contracted in 2011/12</i>
		Grower attitude and engagement survey	Annual survey	<i>Being finalised, to be conducted in 2011/12</i>
Post-farm	Topmakers, spinners, weavers, knitters	Identified by project, but primarily sales impacts	Ex-ante (Innovar, plus GAWM and AWI internal tools)	<i>Innovar finalised, draft declaration developed, AWI models and GAWM updated, and being contracted</i>
			Partner declarations	
		Selected Ex-poste evaluations (GAWM)		
	Customer engagement survey	Gallup survey of B2B partner responses	<i>Proposal received, being contracted</i>	
Fibre and Product marketing	Brands, Retailers, wholesalers, garment makeup	Awareness, attitude, and wool purchase data	Media monitoring	Tool developed & implemented
			Consumer survey (baseline, tracking and wardrobe audits)	<i>Nielsen to conduct surveys in 2011/12.</i>
		AWI to partner investment ratio	Partner declarations	<i>To be implemented in 2011/12</i>
		Kilograms of wool sold	Partner declarations	

Source: AWI Framework for Monitoring and Evaluation, June 2011

AWI is refining its proposal call, proposal assessment, and project reporting processes to ensure the collection of relevant data that informs monitoring and reporting of value to levy payers. A critical part of the evaluation process is receiving feedback from stakeholders in relation to priorities and project outcomes, which occurs at the bi-annual woolgrower forum and ICC meetings.

The proposal call process is shown in Figure 8, which describes the relationship between Australian Government priorities, AWI's strategic and operational priorities, and the company's investments.

Figure 8 Proposal call process



Source: Project Call Process Framework, undated

The project proposal form, to be completed by funding applicants, includes a schedule to identify the economic, environmental and social impacts of the proposed project. Applicants are asked to document quantitative and qualitative measures of impact, the source of quantitative estimates, and the assumptions upon which qualitative estimates are based. This information is designed to feed directly into the company's M&E system.

A mid-project report is required to be completed for all projects over \$100,000 in investment. A component of this report focuses on M&E, with the following requirements:

- ▶ Complete review of pre-project inputs into the Economic Evaluation Model and identify any changes based on the current status and understanding;
- ▶ Re-run the model and identify any impact on pre-project economic measures. Confirm assumptions used; and
- ▶ Confirm other project success measures, review and confirm metrics and collection mechanism.

Upon project completion a final report is prepared which includes, among other things, discussion of the impact of the project on the wool industry (now, and in five years' time). Similarly, a project completion report is prepared with the requirement to:

- ▶ Review the mid-project inputs using one of the economic evaluation tools and identify any changes based on the completion of the project;
- ▶ Re-run the model and list the new measures;



- ▶ Explain any change in the economic measures from the pre-project and mid-project evaluation; and
- ▶ Discuss how the project impacts on the wool industry now and in the future.

During staff interviews the review team observed variable understanding of the M&E framework and how it will be implemented and used. This is understandable given that the framework is still in a development stage. However the variable understanding does highlight that staff engagement/ training and business process integration is essential to ensure effective implementation.

6.3 Summary

A summary of AWI's performance in the area of monitoring and evaluation is provided in Table 12.

AWI has made significant progress on its M&E framework over the past 12 months. The decision to adopt an integrated suite rather than the single PWC tool is sound given the complexity of monitoring, evaluating and reporting performance and value to levy payers across the business.

A detailed implementation plan is required to manage risk and to ensure the framework is successfully implemented and embedded in the company. Critical areas to be addressed include:

- ▶ Providing sufficient resources and governance to ensure the M&E tools are operational in a timely manner (including initial training of staff and on-going, adaptive management);
- ▶ Engaging and testing users on implementing the M&E tools and/or using the resulting products within AWI (at functional, program, strategic priorities and whole of business scales) and externally; and
- ▶ Identifying and designing the process re-engineering of information flows required to enable the framework to be effectively and efficiently implemented in an on-going manner.



Table 12 Monitoring and evaluation – Summary of performance

Area	Evaluation criteria	Actions completed	Actions in progress	Conclusions
M&E framework	<ul style="list-style-type: none"> M&E framework developed and commitment to continuously review and improve as required 	M&E framework reviewed and redesign commenced	Complete redesign and implement framework within 12 months	<p>Partial</p> <p>Basing the M&E framework on an integrated suite of tools covering performance and value across the whole business is sound</p> <p>A detailed implementation plan is required to manage risk and ensure the framework is operational within 12 months</p>
	<ul style="list-style-type: none"> Evidence of progress towards a monitoring and evaluation system that will ensure value to levy payers and stakeholders is able to be reported 	Suite of tools identified to measure ex ante and ex post levy payer value across five core strategic areas	Complete tool design and implementation within 12 months	

- Completed** – the criteria have been met and there are no recommendations, except that AWI continue to implement the activities already in place.
- In progress** – criteria will be met once existing improvements are completed and all relevant activities continue to be implemented by AWI.
- Partial** – work in progress to address criteria but recommendations to achieve criteria by 2012 identified.



7. Conclusions and Recommendations

7.1 Improvements during 2010-11

AWI has continued to make progress towards addressing the recommendations of the 2006-09 and 2009-10 reviews over the past year. Overall performance is assessed to be complete or in progress in seven of the nine focus areas (see Table 13 below). That is, the processes and procedures currently established will meet the assessment criteria if they continue to be implemented. Two focus areas – engagement and M&E – are rated as partial indicating additional improvements are required to meet the criteria.

Table 13 2010-11 performance review assessment

Area	Focus	2010-11 Assessment
Strategy	Strategic direction	Completed
	Strategy setting process	In progress
	Internal structures for planning and evaluation	Completed
Operations	Engagement	Partial
	Staff performance management	In progress
Governance	Board governance	Completed
	Appointment of Directors	Completed
	Risk, Fraud & IP	In progress
M&E	Monitoring and evaluation framework	Partial

7.1.1 Strategic direction - completed

AWI has maintained its focus on RD&M which is clearly communicated in both the *Strategic Plan 2010-2013* and the *2011-2012 Operating Plan*. A Strategic Planning Framework has been developed to guide planning, which was used to review the *Strategic Plan 2010-2013* and to develop the *2011-2012 Operating Plan*.

AWI has also produced a chart to demonstrate the company's industry position in relation to key stakeholders.

7.1.2 Strategy setting process – in progress

The Board and Executive staff were briefed and/or involved in developing the Strategic Planning Framework which includes the major roles, responsibilities, tasks and linkages associated with the planning cycle. The framework is valued by staff interviewed and there is a commitment to continue developing and updating the framework on a quarterly basis.

Organisational performance against the *Strategic Plan 2010-2013* and the *2011-2012 Operating Plan* is regularly monitored and reported to AWI management and the Board. During 2011 AWI recognised that its M&E framework needed to be strengthened to better support the planning cycle and report against KPIs. In response, the M&E framework is currently being redeveloped into an integrated suite of tools aligned to the specific needs of the company's RD&M functions and AWI overall. In addition the Chief



Marketing and Strategy Officer and Market Intelligence Manager will increase in-house strategic planning / M&E capability and leadership within AWI.

7.1.3 Internal structures for planning and evaluation - completed

In late 2010, AWI undertook an internal review of its structures and processes in order to ensure alignment with the *Strategic Plan 2010-2013* and to deliver cost savings. The company continues to adapt structures and processes to improve the delivery of RD&M functions that are aligned with the Strategic Plan and Operating Plan.

7.1.4 Engagement - partial

AWI has continued to place considerable effort on stakeholder engagement by all staff and refining the associated processes which are guided by the publically available *Annual Planning and Consultation Cycle*. The effort, improved processes and clear structure placed on engagement is recognised and appreciated by stakeholders interviewed by the review team.

The reintroduction of the shareholder survey, currently being undertaken, will provide more representative and objective measures of AWI's performance through researching shareholders' understanding of the company and their awareness and perceptions of its programs. The survey should be expanded to include other stakeholders and repeated annually in the short term. This will provide AWI with valuable information from all of its major stakeholders which can then be used to improve performance.

Other minor improvements identified include making the Operating Plan publicly available and clearly documenting the focus (e.g. seeking input or communicating planned actions and directions) of stakeholder engagement in the *Annual Planning and Consultation Cycle*.

7.1.5 Staff performance management – in progress

Reviewing and harmonising staff conditions and the performance framework has and will continue to improve structural and strategic alignment within AWI and should contribute to greater unity once completed effectively.

7.1.6 Board governance - completed

The AWI Board reviews its performance using an independent consultant and against an annual plan of scheduled work, which identifies all corporate governance requirements. The Board has completed a skills assessment to identify development requirements for individual members as well as future board members.

7.1.7 Appointment of Directors – completed

The Board has established the process for appointing a skills based board consistent with AWI's Constitution and in compliance with the SFA. This process involves the Nominations Committee assessing and recommending invited and shareholder nominated candidates based on identified board skills requirements, and will be used during the upcoming elections.



7.1.8 Risk, Fraud and IP – in progress

Processes and procedures have been established for the review, implementation and compliance of risk, IP and fraud policies in AWI. The IP and contracting policies are consistent, with full integration into the compliance system scheduled to be completed within 12 months.

7.1.9 Monitoring and Evaluation - partial

AWI has made significant progress on its M&E framework over the past 12 months. The decision to adopt an integrated suite rather than the single PWC tool is sound given the complexity of monitoring, evaluating and reporting performance and value to levy payers across the business. A number of critical issues pose a risk to the successful implementation of the framework, including resourcing, user engagement, and business process re-engineering. A detailed implementation plan is required to manage risk and ensure the framework is operational within 12 months.

7.2 Recommendations

AWI continues to proactively work on improving its processes and procedures based on the recommendations of the two previous reviews. This has included revising and implementing policies, procedures and processes associated with strategy, planning, governance, structure, stakeholder engagement, business systems, human resource management, and performance monitoring and reporting.

This 2010-11 review finds that AWI continues to implement improvements, which since 2009 have strengthened the ability of AWI to focus and deliver on its responsibilities. Importantly the AWI Board and management recognise and are committed to on-going continuous improvement to ensure performance which is valued by its shareholders and stakeholders.

The 2010-11 review has identified 'major' recommendations that AWI should address to ensure the two criteria assessed as 'partial' are met in 2012. In addition other 'minor' recommendations have been made for AWI to consider for criteria assessed as 'in progress'.

Recommendation 1 (Major) – Expanded Stakeholder Survey

- ▶ The shareholder survey should be expanded to include objective measures of all stakeholders' understanding and perceptions of AWI and its programs.

Recommendation 2 (Major) – Monitoring and Evaluation Framework Implementation

- ▶ A detailed implementation plan is required to manage risk and to ensure the framework is successfully implemented and embedded in AWI to provide sound and rigorous information to:
 - Support strategic and annual operating planning
 - Improve performance management and reporting including KPIs
 - Demonstrate value to levy payers.



Recommendation 3 (Minor) –Public Release of Operating Plan

- ▶ AWI should publicly release its Operating Plan to improve transparency to stakeholders.

Recommendation 4 (Minor) – Stakeholder Engagement Planning Focus

- ▶ The Annual Planning and Consultation Cycle should clearly indicate the focus (i.e. seeking input to or communicating intent of plans) of stakeholder engagement in the planning cycle.

Recommendation 5 (Minor) – Industry Position

- ▶ The value of demonstrating AWI's position could be further enhanced by developing a chart showing the company's position in the global wool value chain in relation to its core RD&M functions.

Recommendation 6 (Minor) – Strategic Planning Framework Documentation

- ▶ AWI should continue to expand the explanation of the specific tasks and key supporting documents used in developing the strategic and operating plans in the on-going development of the Strategic Planning Framework, to improve transparency and provide guidance.



Appendix A
2009-10 Review findings against
2006-09 review recommendations



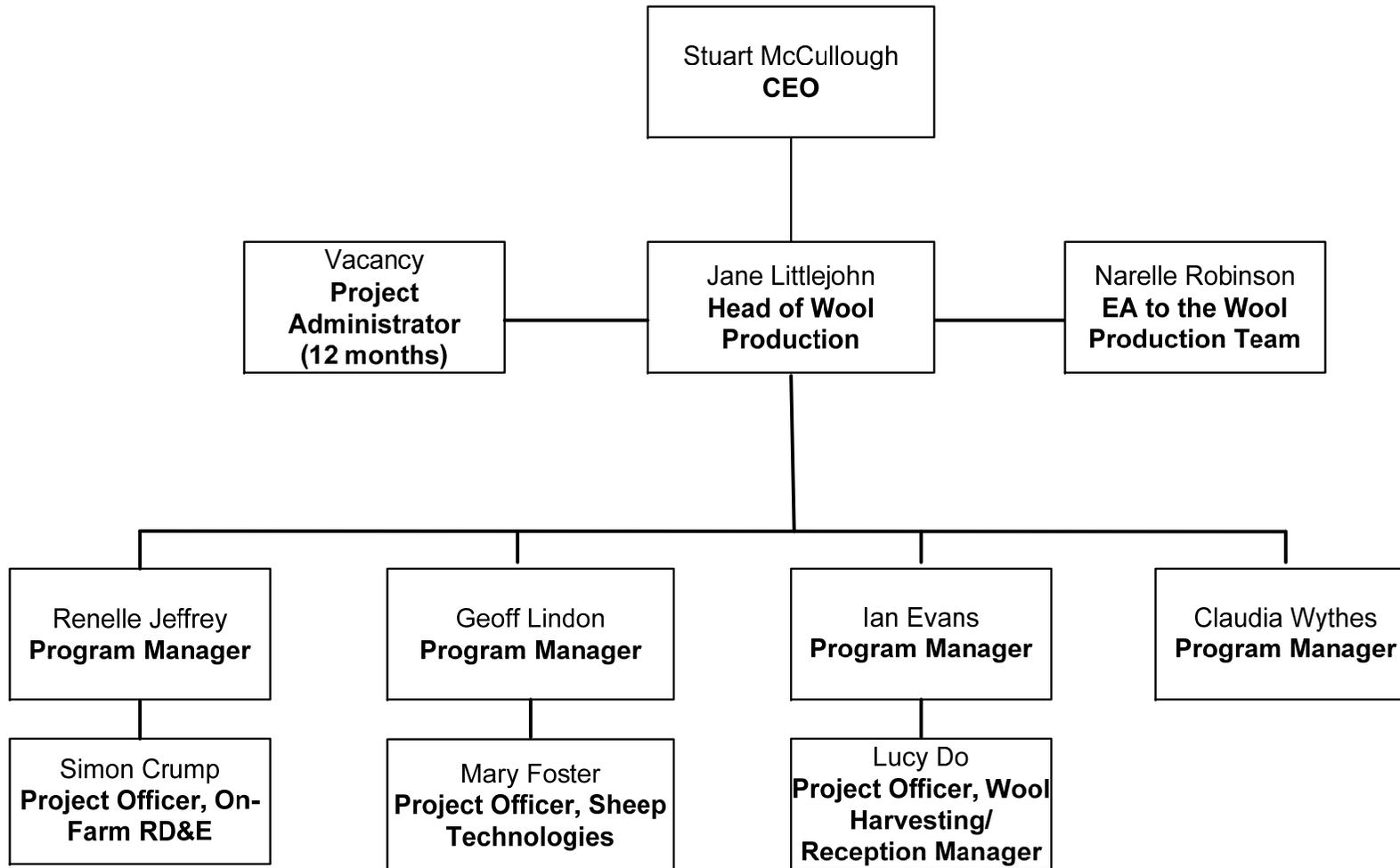
– 2006-2009 review recommendation	– 2009-10 review rating
<ul style="list-style-type: none"> AWI work with its industry stakeholders to clearly define the company’s position and role in the industry. These should then be clearly communicated to AWI’s stakeholders. The recommendations of this 3 year performance review should then be considered in light of this defined role. 	<ul style="list-style-type: none"> Completed
<ul style="list-style-type: none"> AWI should embark on an appropriately designed strategy setting process to provide a clear and detailed plan for the company. 	<ul style="list-style-type: none"> Partial
<ul style="list-style-type: none"> To support this, AWI should consider establishing internal structures to support the development and consistent implementation of a planning and evaluation process that allows rigorous exploration and assessment of value to levy payers. 	<ul style="list-style-type: none"> Partial
<ul style="list-style-type: none"> AWI take steps to constructively engage shareholders and key stakeholders. AWI should work with stakeholders to establish a common understanding and shared expectations for involving the wider industry in strategy setting. 	<ul style="list-style-type: none"> Partial
<ul style="list-style-type: none"> AWI, as part of its strategy setting process, establish a comprehensive framework to enable the clear measurement and reporting of performance and the value it delivers to levy payers. 	<ul style="list-style-type: none"> Partial
<ul style="list-style-type: none"> AWI should review its structures and processes that operate in similar industry-owned companies as a means of considering improvements in its value creation to levy payers. 	<ul style="list-style-type: none"> Completed
<ul style="list-style-type: none"> The AWI Board comprehensively review its corporate governance practice and take steps to ensure that it meets modern expectations of good practice. 	<ul style="list-style-type: none"> In progress
<ul style="list-style-type: none"> AWI, in collaboration with shareholders and industry stakeholders, conduct a review of the architecture for the appointment of directors in the Constitution, to ensure the election of a skills based Board. 	<ul style="list-style-type: none"> In progress
<ul style="list-style-type: none"> AWI comprehensively review its risk, fraud and intellectual property plans and management processes. The company should ensure that there is a common understanding of, and responsibility for, the plans, and that they are embedded in company operations. 	<ul style="list-style-type: none"> In progress
<ul style="list-style-type: none"> AWI comprehensively document and communicate the actions the company is currently taking to improve business processes. 	<ul style="list-style-type: none"> In progress
<ul style="list-style-type: none"> A formal review be conducted in 12 months’ time to assess AWI’s progress in addressing the recommendations of this review. This will enable AWI to make appropriate changes well in advance of the levy poll in 2012. 	<ul style="list-style-type: none"> Completed



Appendix B
Internal organisation charts



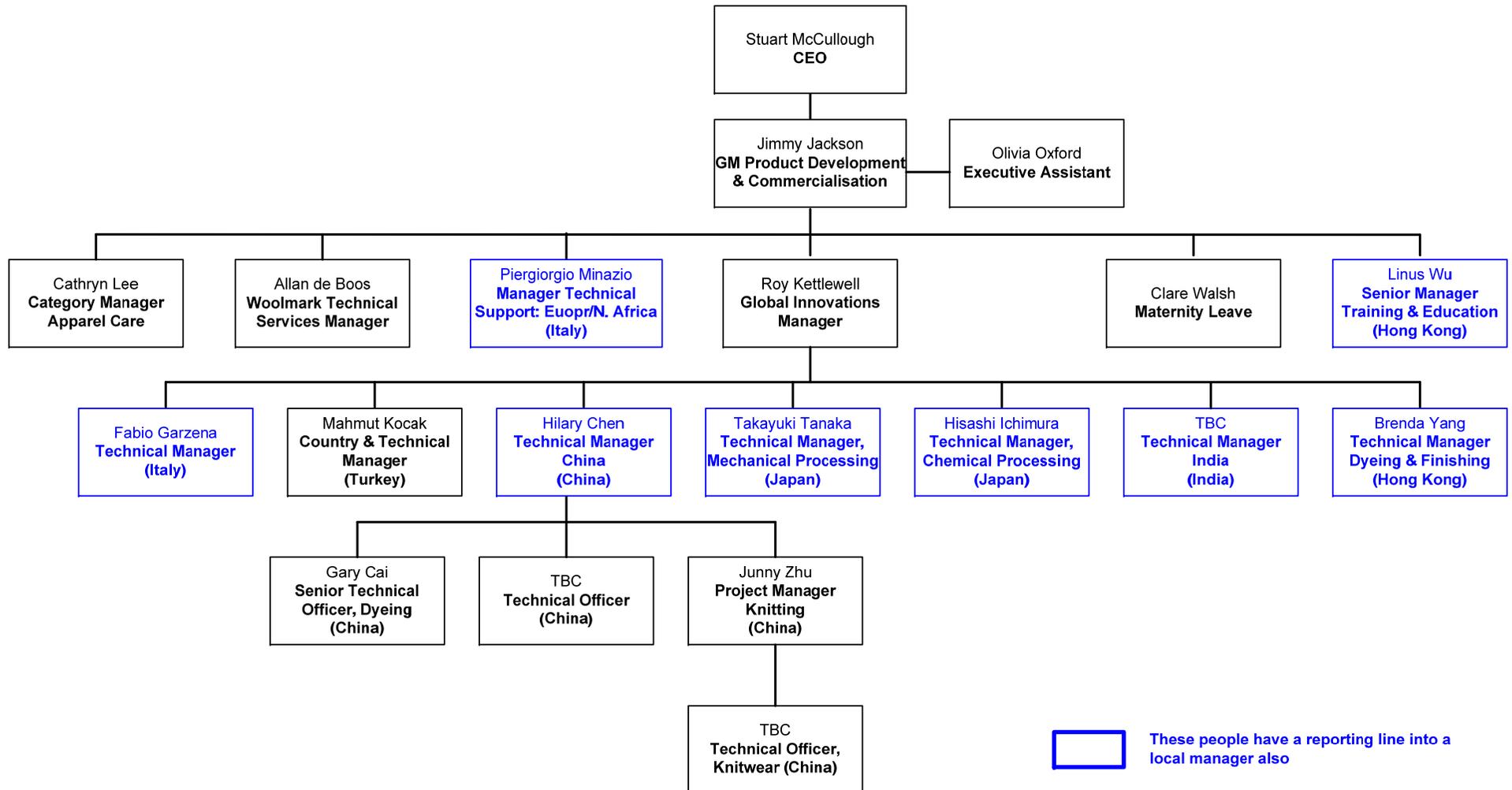
Figure 9 Wool production (on-farm R&D) team



Source: AWI Wool Production (On-Farm R&D) Team, June 2011



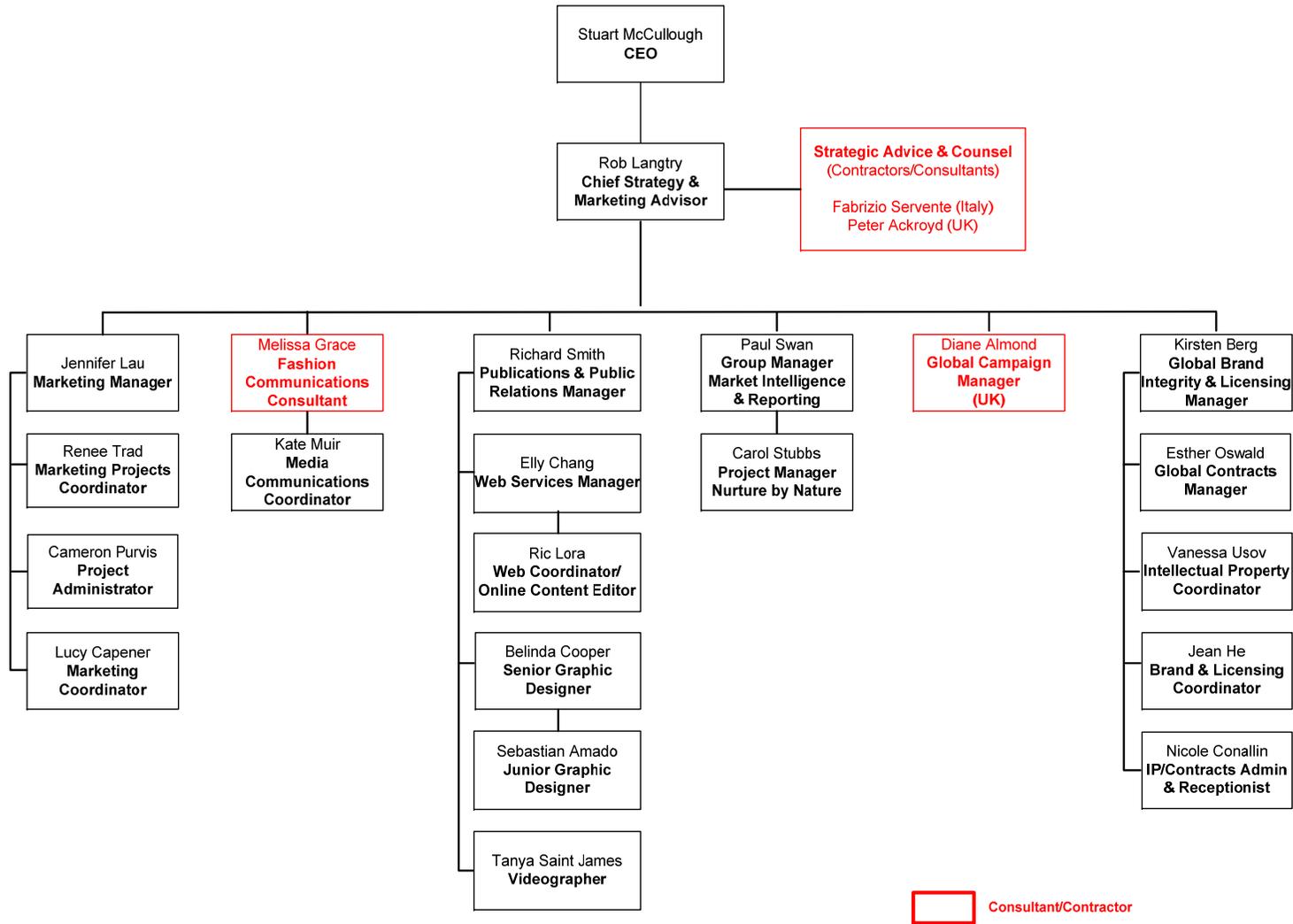
Figure 10 Product development and commercialisation team



Source: AWI Product Development and Commercialisation Team, June 2011



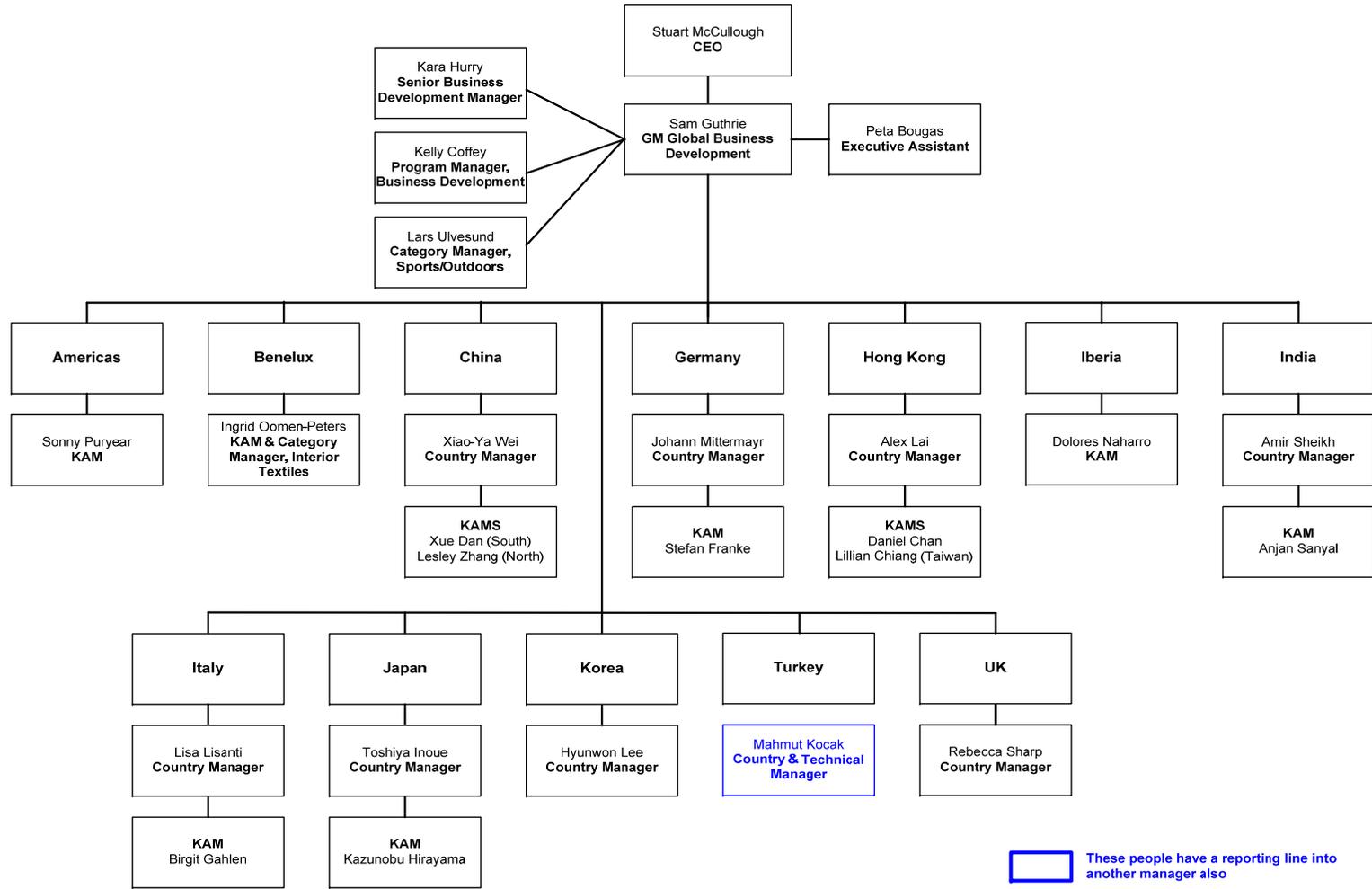
Figure 11 Marketing and communications team



Source: AWI Marketing and Communications Team, June 2011



Figure 12 Global business development team

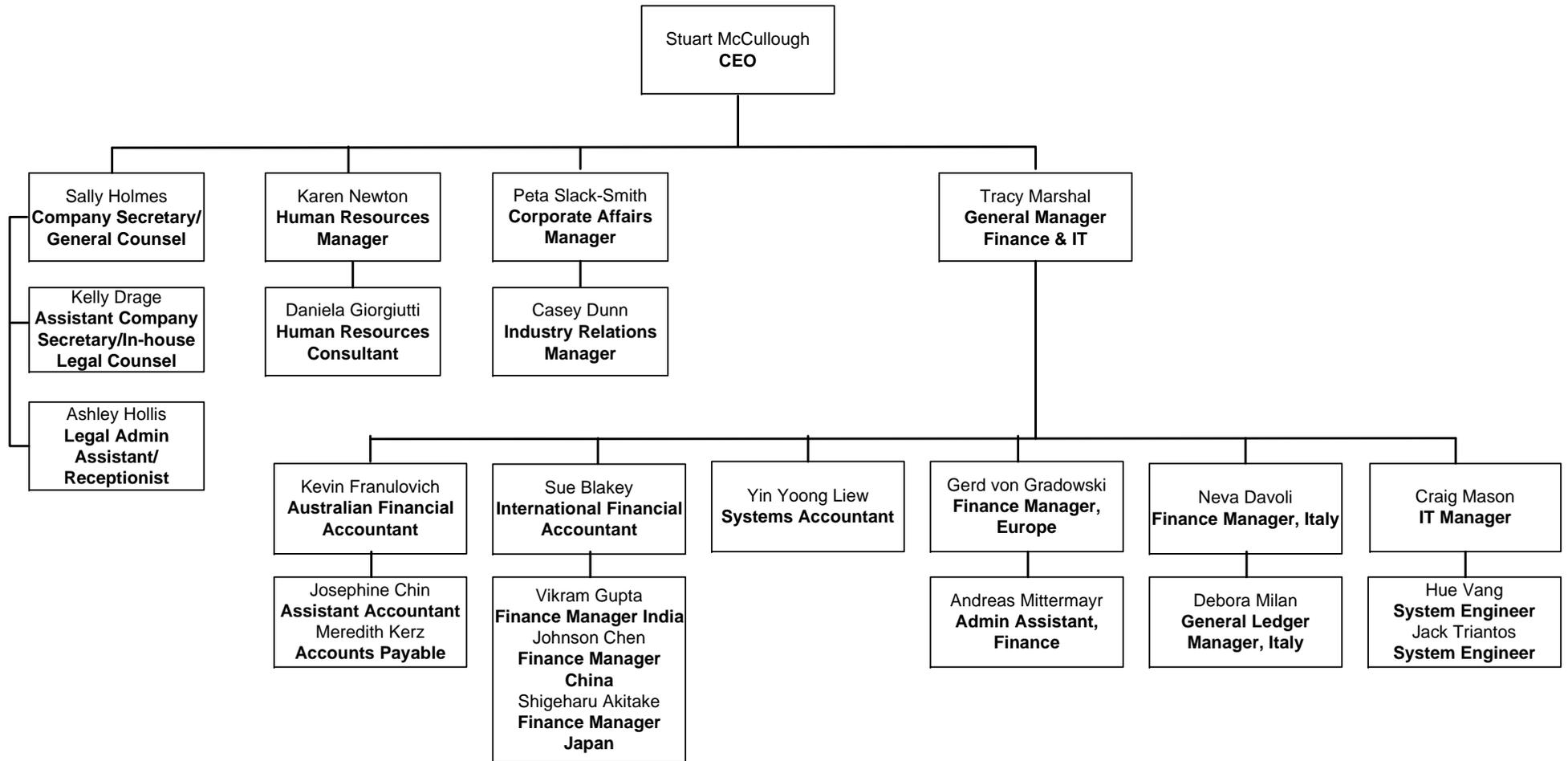


These people have a reporting line into another manager also

Source: AWI Global Business Development Team, June 2011



Figure 13 Corporate services / enabling functions



Source: AWI Corporate Services / Enabling Functions, June 2011



Appendix C

AWI stakeholder engagement 2010-2011



Table 14 AWI stakeholder consultation 1 July 2010 – 30 June 2011

Engagement	Planned consultation	Actual consultation
<ul style="list-style-type: none"> ▶ Woolgrowers 	<ul style="list-style-type: none"> ▶ National Wool RD&E Strategy grower workshops in all wool growing areas ▶ Woolgrower Forum ▶ Key regional events including shows, field days and forums. ▶ Wild Dog Advisory Committee ▶ Wool Carbon Alliance 	<ul style="list-style-type: none"> ▶ 6 Grower forums (81 growers) and one telephone survey (16 growers). ▶ Participation at 85 various regional and industry events ▶ Woolgrower Forum held in March 2011 ▶ Industry Woolgrower Consultative Committee meetings held in July & November 2010, and March & June 2011. ▶ Ad hoc phone and email discussion on project proposals ▶ 2 meetings of the AWI Wild Dog Advisory Group ▶ Consultation at one meeting of the Wool Carbon Alliance on the AWI Climate change and variability Strategy ▶ Merino Consultation Group meeting July 2010 to review progress with Genetic Benchmarking RD&E
<ul style="list-style-type: none"> ▶ Animal Welfare Groups 	<ul style="list-style-type: none"> ▶ Bi-annual Animal Welfare Forum ▶ Quarterly AVA Audits 	<ul style="list-style-type: none"> ▶ Animal Welfare Forum continue to be held every six months ▶ AVA continues to meet quarterly to review AWI's FSP R&D program ▶ Ongoing engagement of RSPCA Australia at least every 6 months ▶ Genetic Panel met to review Genetic research component of Breech Flystrike program
<ul style="list-style-type: none"> ▶ Retailers and Brands 	<ul style="list-style-type: none"> ▶ Annual meeting to meet with British Retail Consortium (BRC) and National Retail Federation (NRF). ▶ Quarterly reports to British Retail Consortium (BRC) and National Retail Federation (NRF). ▶ Formal consultations and 	<ul style="list-style-type: none"> ▶ Annual meeting held in September 2011 to provide an update on progress of flystrike R&D to BRC and NRF. ▶ Quarterly briefings of NRF & BRC conducted in June/ July, Sept & Dec 2010, March/ April, June, ▶ Informal discussions and advice provided to individual retailers and brands as requested ▶ Product development & Innovation workshops



Engagement	Planned consultation	Actual consultation
	<p>informal discussions on issues as they arise.</p> <ul style="list-style-type: none"> ▶ Retailer & Brand consultation on product and innovation development Spinexpo New York & Shanghai; Milano Unica, Italy; Premiere Vision, Paris 	<p>at all key trade shows as planned.</p> <ul style="list-style-type: none"> ▶ Expert marketing panel established to provide independent expert advice on the global marketing campaign ▶ Product development & Innovation workshops at all key trade shows complete for Aut/Win 2011/12 season. ▶ Expert marketing panel established to provide independent expert advice on the global marketing campaign ▶ Gold Woolmark launched in China (Nov 11) ▶ Campaign for Wool launched in UK (Sept 10) and Australia (Mar 11) ▶ Launch of 'The Wool Lab' at Pitti Uomo, June 11
<ul style="list-style-type: none"> ▶ Manufacturers 	<ul style="list-style-type: none"> ▶ Annual product development and innovation workshops with key and influential manufacturing partners ▶ Regular informal discussions and workshops on technical issues as required ▶ Exploit IWTO forum to meet with early stag processors and manufacturers ▶ Contribute to the International Standards Organisation (ISO) industry committees to ensure the standards are not biased against 	<ul style="list-style-type: none"> ▶ Product development & Innovation workshops with key and influential manufacturing partners ▶ Workshops and discussions during July 2009 and February 2010 ▶ Participated in IWTO Conferences at India 2009 and Paris 2010 to discuss technical developments and innovations ▶ Participated in ISO industry committees ▶ Gold Woolmark – working with supply chain partners in UK and Italy, 6 manufacturers secured as Gold Woolmark Partners for 2010/11 ▶ The Wool Lab – consultation with supply chain partners (spinners, weavers, knitters etc) to supply yarns/fabrics for selection into the collection
<ul style="list-style-type: none"> ▶ Fashion designers 	<ul style="list-style-type: none"> ▶ Informal panel assembled by AWI, comprising designers who influence both the form and content of fashion apparel. 	<ul style="list-style-type: none"> ▶ Established advisory and commercial relationships with a range of designers and brands that represent global leadership and influencers of fashion industry. Relationships range from consultation on strategy to active commercial partnerships and participation in



Engagement	Planned consultation	Actual consultation
		<p>AWI marketing programs</p> <ul style="list-style-type: none"> ○ This includes development of fibre advocacy partnerships including Armani, Missoni, Benetton, Lagerfield, Zegna, DKNY, Burberry, Paul Smith, Alexander McQueen & Vivienne Westwood. <ul style="list-style-type: none"> ▶ Campaign For Wool currently has in excess 50 global partners including most recent recruits of Harvey Nicolls and Harrods ▶ AWI plans to expand this network to include significant French, Japanese and Chinese brands in 2011/12
<ul style="list-style-type: none"> ▶ Government 	<ul style="list-style-type: none"> ▶ Quarterly meetings with Department of Agriculture, Forestry and Fisheries (DAFF) 	<ul style="list-style-type: none"> ▶ Quarterly SFA meetings with DAFF on 2 July 2010, 10 December 2010, 25 March 2011 and 27 June 2011. ▶ Continuation of bi-annual update to key state and Australian government stakeholders. This approach has been welcomed and encouraged. ▶ Increased liaison with DFAT on various trade agreements and related issues. ▶ State agencies re-engaged formally on corporate level. This approach has been welcomed and encouraged.
<ul style="list-style-type: none"> ▶ R&D Vendors 	<p>Breeding for Breechstrike resistance informal consultation with research team</p> <ul style="list-style-type: none"> ▶ Flyboss team research update ▶ Antiflystrike Clip R&D expert review ▶ Planning for Ag Insights biennial. Forum (AWI & MLA) to be held in 2011 	<ul style="list-style-type: none"> ▶ 4 visits to CSIRO and 2 visits to DAFWA ▶ Animal Welfare Forum held in Nov 2010 ▶ AWI Sheep CRC flystrike management workshop Sept 2010 <p>Ad hoc teleconferences</p> <ul style="list-style-type: none"> ▶ Ag Insights held in March 2011 ▶ Participation in two teleconferences (Oct and May) - sharing of objectives and priorities ▶ Participation in the two meetings (Oct and April) - sharing of objectives and priorities ▶ Participation in the National AW RDE Strategy



Engagement	Planned consultation	Actual consultation
	<ul style="list-style-type: none">▶ National Wool RD&E Strategy Working Group▶ National Wild Dog Management Advisory Group▶ National Animal Welfare RD&E Strategy Steering Committee▶ Informal consultations on issues as they arise including new project ideas▶ Future of the Information Nucleus Flock	<p>Forum June 2011</p> <ul style="list-style-type: none">▶ Participation in the Strategy Leaders Forum May 2011▶ Participation in the Red Meat Co Investment Committee meeting June 2011▶ One face to face planning meeting June 2011



Appendix D

Stakeholders consulted during the 2010-11 review



Stakeholders consulted during the project

Name	Role	Organisation / Group
Stuart McCullough	Chief Executive Officer	Australian Wool Innovation
Tracy Marshall	General Manager, Finance & IT	Australian Wool Innovation
Rob Langtry	General Manager Global Strategy & Marketing	Australian Wool Innovation
Peta Slack-Smith	Corporate Affairs Manager	Australian Wool Innovation
Walter Merriman	Chairman	Australian Wool Innovation
Sally Holmes	Company Secretary	Australian Wool Innovation
Kirsten Berg	Global Brand Integrity & Licensing Manager	Australian Wool Innovation
Daniella Giorgiutti	Human Resources Consultant	Australian Wool Innovation
Paul Swan	Group Manager Market Intelligence & Reporting	Australian Wool Innovation
John Harrison	Consultant to AWI Board	John Harrison & Associates
Simon Murnane, Allen Grant		Department of Agriculture, Fisheries & Forestry
Melina Tensen, Dr David Hucker		Animal Welfare Forum
Jock McRae, Don Hamblin		Industry Consultative Committee
Su McCluskey	CEO	Council of Rural Research and Development Corporations



Appendix E
Summary of events attended by AWI

1 July 2010 – 30 June 2011



Date	Event	Location
2 July 2010	Quarterly SFA meeting with DAFF	Canberra
5 July 2010	CRRDC Communications Meeting	Canberra
12 July 2010	Meeting with Dept. Foreign Affairs and Trade	Sydney
16-19 July 2010	Bendigo Sheep & Wool Show	Bendigo
20 July 2010	Meeting with ICC and other industry organisations	Melbourne
26 July 2010	CRRDC Council (ie Chairs/ CEO) meeting	Canberra
2-3 July 2010	Sheepvention	Hamilton
5-14 August 2010	Royal Queensland Show	Brisbane
19 August 2010	Katanning Sheep Show	Katanning
21-22 August 2010	Wool Weekend Stockman's Hall of Fame	
24-26 August 2010	Dubbo Ram Sale	Dubbo
25-26 August 2010	Dowerin Field Days	
28 August 2010	Millmerran Sheep Races	
1 September 2010	Newdgate Field Days	
2 September 2010	South West Slopes Merino Field Day	Young
4 September 2010	Manildra Show	Manildra
7-9 September 2010	SpinExpo	Shanghai
7-10 September 2010	NRF and BRC Meetings	USA & UK
13 September 2010	Meeting with EU	Brussels
14-16 September 2010	Premiere Vision 2011/12	Paris
17- 18 September 2010	Moorra Show	Western Australia
25 September - 2 October 2010	Perth Royal Show	Perth
29 September 2010	CRRDC Business Managers Meeting	Canberra
29 September 2010	Quarterly SFA meeting with DAFF	Canberra
5 October 2010	CRRDC Council (ie Chairs/ CEO) meeting	Sydney



Date	Event	Location
9 October 2010	Boort Agricultural & Pastoral	
19-22 October 2010	Intertextile	Shanghai
20 October 2010	Animal Welfare Forum	Sydney
1 November 2010	Meeting with Minister Ludwig's Office	Canberra
3 November 2010	Meet with Minister Ludwig	Sydney
4 November 2010	Industry Consultative meeting (ICC)	Sydney
8 November 2010	Meeting with DFAT	Sydney
10 November 2010	CRRDC Council (ie Chairs/ CEO) meeting	Sydney
16-19 November 2010	IWTO conference	China
19 November 2010	AWI AGM	Sydney
10 December 2010	Quarterly SFA meeting with DAFF	Canberra
10 December 2010	Meeting with RSPCA Australia	Canberra
15-29 January 2011	G'Day USA Australia Week	
1-16 February 2011	DFAT Tour of Italy & ISPO	
1 February 2011	CRRDC Communications Meeting	Canberra
3 February 2011	Meeting with Minister Ludwig's Office	Canberra
14-16 February 2011	Don Brown Memorial Merino Ewe Competition and Field Days	Condobolin
18 February 2011	CRRDC Business Managers Meeting	Sydney
19 February 2011	Gunning WWJ and Show	Gunning
28 February 2011	CRRDC Council (ie Chairs/ CEO) meeting	Canberra
1-2 March 2011	ABARE Conference	Canberra
4-5 March 2011	Mudgee Show	Mudgee
11-12 March 2011	Wagin Woolorama	WA
14-20 March 2011	L'Oreal Melbourne Fashion Week	Melbourne



Date	Event	Location
21-22 March 2011	SA Stud Merino Breeders Field Days	Adelaide
23 March 2011	Industry Consultative meeting (ICC)	Sydney
24 March 2011	Woolgrower Forum	Sydney
25 March 2011	Quarterly SFA meeting with DAFF	Canberra
29 March 2011	CFW Launch with Governor General	Sydney
5-6 April 2011	TAFWA Judging	
8 April 2011	Meeting with Victoria DPI	Melbourne
14-27 April 2010	Sydney Royal Easter Show	Sydney
20 April 2011	WoolProducers Australia Forum	Bendigo
29 April 2011	Meeting with NSW Agriculture	Orange
1-6 May 2011	Rosemount Australia Fashion Week	
4 May 2011	Animal Welfare Forum	Sydney
6-8 May 2011	Wool Expo Armidale	Armidale
9-11 May 2011	IWTO Conference	China
18 May 2011	Meeting with PGA	Perth
18 May 2011	Meeting with WAFF	Perth
18 May 2011	Meeting with DAFWA	Perth
18 May 2011	Meeting with Local Governments Association, WA	Perth
19 May 2011	Meeting with SAFF	Adelaide
19 May 2011	Meeting with PIRSA	Adelaide
20 May 2011	Meeting with DAFF - RDC Policy	Canberra
27 May 2011	Meeting with DFAT	Sydney
1 June 2011	Meeting with DAFF – LRS	Sydney
3-4 June 2011	Campbeltown Show	Campbeltown
6 June 2011	CRRDC Business Managers Meeting	Canberra



Date	Event	Location
8 June 2011	Industry Consultative meeting (ICC)	Sydney
20 June 2011	Meeting with DFAT	Canberra
20 June 2011	Meeting with RSPCA Australia	Canberra
27 June 2011	Quarterly SFA meeting with DAFF	Canberra
28-29 June 2011	BestWool/BestLamb Conference	Bendigo



Appendix F
Materials Reviewed



List of AWI documents reviewed

- ▶ Arche Consulting (2009) *Australian Wool Innovation; 3 Year Review of Performance – Final Report; August*
- ▶ Arche Consulting (2009) *Australian Wool Innovation; 3 Year Review of Performance – Summary Report, August*
- ▶ Australian Veterinary Association Limited (2010) *R,D&E Update – 16 August 2010*
- ▶ Australian Veterinary Association Limited (2010) *R,D&E Update – 25 November 2010*
- ▶ Australian Veterinary Association Limited (2010) *R,D&E Update – 12 January 2011*
- ▶ Australian Wool Innovation (unknown) *Risk Management Policy and Framework*
- ▶ Australian Wool Innovation (unknown) *KAM Guide: The role of the Global Business Development Network*
- ▶ Australian Wool Innovation (unknown) *Corporate Affairs Management Strategy*
- ▶ Australian Wool Innovation (unknown) *KAM – Knowing what is expected of you*
- ▶ Australian Wool Innovation (unknown) *AWI Go-To Guide*
- ▶ Australian Wool Innovation (unknown) *Project Proposal Form*
- ▶ Australian Wool Innovation (unknown) *HR Annual Planning Calendar*
- ▶ Australian Wool Innovation (unknown) *Strategic Risks Update*
- ▶ Australian Wool Innovation (2010) *Quarterly Update – September 2010*
- ▶ Australian Wool Innovation (2010) *Quarterly Update – December 2010*
- ▶ Australian Wool Innovation (2010) *Fraud Control Plan*
- ▶ Australian Wool Innovation (2010) *Charter of the Committees of the Board*
- ▶ Australian Wool Innovation (2011) *AWI Annual General Meeting – Draft Timetable 2011*
- ▶ Australian Wool Innovation (2010) *AWI Strategic Planning Process and Framework – July 1st 2011*
- ▶ Australian Wool Innovation (2010-2011) *Board of Directors Meeting Minutes*
- ▶ Australian Wool Innovation (2010-2011) *Project Call Process Framework, Approval*
- ▶ Australian Wool Innovation (2010-2011) *Woolgrower Monthly Newsletters*
- ▶ Australian Wool Innovation (2010-2011) *Meeting Agenda: Industry Woolgrower Consultative Committee:*
 - *4th November 2010*
 - *23rd March 2011*
 - *8 June 2011*
- ▶ Australian Wool Innovation (2010-2011) *Agenda: AWI Animal Welfare Forum*
 - *3rd November 2010*
 - *4th May 2011*
- ▶ Australian Wool Innovation (2010-2011) *Brief: Industry Woolgrower Consultative Committee – 23 March 2011*
- ▶ Australian Wool Innovation (2011) *Quarterly Update – April 2011*
- ▶ Australian Wool Innovation (2011) *2011-2012 Operating Plan*
- ▶ Australian Wool Innovation (2011) *Position description - Industry Relations Manager, February 2011*
- ▶ Australian Wool Innovation (2011) *Project Brief: AWI Shareholder Market Research, June 2011*
- ▶ Australian Wool Innovation (2011) *Media Release – Board Nominations Committee, 20 May 2011.*
- ▶ Australian Wool Innovation (2011) *Timeline of AWI compliance with the Statutory Funding Agreement 2010-13*
- ▶ Australian Wool Innovation (2011) *Finance and Audit Committee: FAC Paper for Information*



- ▶ Australian Wool Innovation (2011) *Risk Profile:*
 - *AWI Corporate Services*
 - *AWI International*
 - *AWI Marketing*
 - *AWI Wool Production*
 - *AWI Technical Support*
- ▶ Australian Wool Innovation (2011) *Consent to nomination form*
- ▶ Australian Wool Innovation (2011) *Nomination Form*
- ▶ Australian Wool Innovation (2011) *AWI Checklist: Nomination for office of Director of AWI 2011*
- ▶ Australian Wool Innovation (2011) *Agenda: Board Nomination Committee Meeting – 8 August 2011*
- ▶ Australian Wool Innovation (2011) *Consulting with the Australian Woolgrowers (Young & not quite as Young) – Meeting 24 March 2011 – Sydney*
- ▶ Australian Wool Innovation (2011) *SkinTraction R&D Updates – R&D Insights Forum; March 7-8 – Sydney*
- ▶ Australian Wool Innovation (2011) *Organisational Structure: CEO Direct Reports – June 2011*
- ▶ Australian Wool Innovation (2011) *AWI Remuneration Policy*
- ▶ Australian Wool Innovation (2011) *CEO Evaluation 1 July 2011 – 30 June 2012*
- ▶ Australian Wool Innovation (2011) *Performance Management System – Performance Planning and Review Policy – March 2011*
- ▶ Australian Wool Innovation (2011) *Statutory Funding Agreement (SFA) Compliance Report – August 2011*
- ▶ Australian Wool Innovation (2011) *Objectives Setting: 1 July 2011 to 30 June 2012*
- ▶ Australian Wool Innovation (2011) *AWI Framework for Monitoring and Evaluation Draft Version 1.06 – June 2011*
- ▶ Australian Wool Innovation (2011) *Talking points – Nominations Committee.*
- ▶ Australian Wool Innovation (2011) *Rules and Procedures governing the election of Directors*
- ▶ Australian Wool Innovation (2011) *Board Paper: Amendments to Constitution to be put to Annual General Meeting*
- ▶ *Memos and Notification Letters*
- ▶ Australian Wool Innovation (2011) *Contract and IP Training – April 2011*
- ▶ AWEX (2010) *NWD Fact Sheet – 7 September 2010*
- ▶ AWEX (2010) *NWD Fact Sheet – 1 December 2010*
- ▶ GHD, (2010) *Report for One Year On Review of Performance 2010-11, Draft Report – August 2010*
- ▶ RSPCA (2010) *Letter – RSPCA Australia position on mulesing and the development of alternatives – 24 August 2010*
- ▶ Rural R&D Corporations (2011) *Council of Rural Research & Development Corporations Agenda Items – 28 February 2011*

Other Materials

- ▶ Letters from AWI Company Secretary / General Counsel to Mr. Will Wilson confirming appointment to Nominations Committee, 31 March 2011 and 22 June 2011
- ▶ Letters from AWI Company Secretary / General Counsel to Mr. Jock Laurie confirming appointment to Nominations Committee, 31 March 2011 and 22 June 2011



- ▶ Letters from AWI Company Secretary / General Counsel to Mr. Colin Bell confirming appointment to Nominations Committee, 31 March 2011 and 22 June 2011
- ▶ Letter to The Hon. Joe Ludwig, from AWI Company Secretary / General Counsel regarding Board nominations committee update and proposed amendments to AWI constitution, 25 May 2011.
- ▶ Letter from The Hon. Joe Ludwig, to Company Secretary / General Counsel in response to letter from AWI, 25 May 2011
- ▶ Letter to The Hon. Joe Ludwig, from AWI Chairman regarding AWI Board Nomination Committee, 1 April 2011
- ▶ Letter to The Hon. Joe Ludwig, from AWI Chairman regarding the Statutory Funding Agreement 2010-13 – Update on skills based board, 10 December 2010
- ▶ Letter to The Hon. Tony Burke, from AWI Chairman regarding the Statutory Funding Agreement 2010 – 13 – Skills based board, 14 July 2010
- ▶ Letter to AWI Chairman from John Manwaring, Wool Committee Chairman NSW Farmers, Director nomination process for AWI, 7 July 2010.
- ▶ Letter to AWI Chairman from Kim Henderson, Wool Section President, Western Australian Farmers Federation, 23 July 2010.
- ▶ Letter from AWI Chairman to Kim Henderson, Wool Section President Western Australian Farmers Federation, 2 March 2011.
- ▶ Letter to AWI Chairman from Kim Henderson, Wool Section President, Western Australian Farmers Federation, 23 February 2011.
- ▶ Letter from AWI Chairman to Kim Henderson, Wool Section President Western Australian Farmers Federation, 6 August 2010.
- ▶ Letter from AWI Chairman to Mr. John Manwaring, Wool Committee Chairman - NSW Farmers Association, 13 July 2010.



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