

BOARD SKILLS

Dairy Australia's Board determines the policies and directions for investing in dairy industry service activities, and approves strategic and operating plans and performance targets. The Board ensures that policies and systems are in place to manage risk and ensure high standards of accountability, ethical behaviour and legal compliance in accordance with government funding arrangements and the compliance framework within which Dairy Australia operates.

Directors have varying backgrounds and are selected on the basis of the skills and capabilities which are needed at Board level and to fulfil various roles on the Board and on its committees. Listed below is a summary of those skill areas which the Board considers are required of the Board *as a whole*. This information is updated by the Board (in consultation with its committees) as the needs of the industry and the organisation change. The Board also seeks to reflect the benefits of all aspects of diversity, including regional and geographic background, industry experience, research and development experience, farming systems, farm size, and race, gender and other distinctions between Directors.

- **Dairy Industry Knowledge** – these skill areas cover an understanding of industry structure, organisations and networks, the global dairy market and pricing, as well as broad understanding of dairy manufacturing, environmental aspects and dairy products.
- **Farm Systems/Milk Producer Skills** – comprises a broad understanding of farm systems, emerging farm technologies, animal performance (including feedbase), animal welfare and the drivers of farm management and profitability. Expertise in extension and education and in a diversity of farm types is valued.
- **Research and Development** – core skills needed here are in commercialisation and adoption of project outcomes, agricultural innovation and future farming, R&D project and portfolio evaluation and management. Overview skills in IP management are also required.
- **Strategy and Planning** – core skills here are in strategic and operating plan experience, an understanding of dairy market factors including the dairy industry's "social licence to operate", anticipating future innovations as they may apply to the dairy industry and expertise in strategies to convert plans to effective programs which change practice and behaviour.
- **Stakeholder Engagement** – a range of communication and marketing skills and strategies and networks are critical here with farmer, industry and government stakeholders. Awareness of emerging digital communication strategies is also important.
- **Finance and Governance** – a strong understanding of finance, risk management, business case evaluation and corporate governance is required. Very specific skills are required in audit and risk management disciplines.
- **Human Resources and Leadership** – expertise is needed in HR policy and procedures, and in remuneration principles and practice. Skills in a range of areas associated with managing talent in a knowledge intensive environment are critical to the effectiveness of the organisation.

As well as skills in these specific areas, directors are required to understand the responsibilities of, and obligations owed by company directors, possess general commercial and financial literacy and are expected to act with integrity, honesty and in a collaborative manner.