

# CPA AUSTRALIA IMPLEMENTATION OF INDEPENDENT REVIEW RECOMMENDATIONS: UPDATE REPORT

OCTOBER 2019

## 2 | CPA AUSTRALIA IMPLEMENTATION OF IRP RECOMMENDATIONS

Below are all the recommendations from the Independent Review's Final Report and the status of their implementation as at the date of this update report which is the final report to the Independent Review Implementation Committee. The following coding is used to indicate the status of each item in the report:

Complete - no further action	Complete and embedded into the Board and management business as usual work programs
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### GLOSSARY

2018 AGM	CPA Australia Ltd <a href="#">Annual General Meeting</a> held in Melbourne on 22 May 2018
IRP Final Report	Independent Review Panel's <a href="#">Final Report</a> dated 30 November 2017
New Strategy	CPA Australia's <a href="#">Strategy</a> for 2018 to 2021 which was approved by the Board of Directors on 23 August 2018

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
<b>1. GOVERNANCE</b>		
<b>1.</b>	<b>Change the current Board composition and appointment model to strengthen a skills-based approach</b>	
<b>1.1</b>	The Constitution to be changed to require a minimum of two Directors to be non-member Directors	Complete. Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 3 of the Notice of Meeting. Members passed this Special Resolution.
<b>1.2</b>	The maximum number of Directors to be reduced from 12 to nine	Complete. Members were asked to consider this at the 2018 AGM. After member consultation, the maximum number of Directors was reduced from 12 to 10. It was set out in Special Resolution 3 of the Notice of Meeting. Members passed this Special Resolution.
<b>2.</b>	<b>Change the Representative Council's (proposed Appointments Council) composition to reduce potential Board influence</b>	
<b>2.1</b>	A change in the name of the Representative Council to the Appointments Council	Complete. Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 1 of the Notice of Meeting. Members passed this Special Resolution.
<b>2.2</b>	A change in the powers of the proposed Appointments Council to focus on the appointment of CPA Australia's Directors	Complete. Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 1 of the Notice of Meeting. Members passed this Special Resolution.

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
2.3	Expansion of Appointments Councillors (formerly Representative Councillors) to include one representative from each geographical location that has a Division or Branch Council	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 1 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p>
2.4	Removal of additional representatives from larger Divisions on the basis that the proposed Appointments Council exists to create a connection between members from different geographies and the mechanism to appoint the Board, rather than a body that reflects the membership's composition	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 1 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p>
2.5	Removal of Board appointees from the Appointments Council, with the exception of the Chair of the Board, who would be a non-voting member of the Appointments Council	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 1 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p>
2.6	Appointment by the proposed Appointments Council of a Deputy Chair of its own number to assist the Chair	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 1 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p>
2.7	The ability to convene an in-camera session without the Chair of the proposed Appointments Council	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 1 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p>
2.8	Limitations on Appointments Councillors simultaneously acting as Appointments Councillors and Divisional or Branch Presidents	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 1 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p>

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
2.9	Appointments Councillors undertaking to observe the strictest standards of confidentiality with respect to nominee information	Complete. Confidentiality Deeds entered into with each member of the Appointments Council.
2.10	Appointments Councillors to be featured on the CPA Australia website	Complete. By-Law 6.5 amended as at 23 July 2018 to require this to occur on an ongoing basis. Members advised of composition of the Appointments Council via website and in the CPA Update of 25 July 2018.
2.11	Secretariat support offered to the proposed Appointments Council	Complete. Effected by change to the Appointments Council Charter.
<b>3.</b>	<b>Change the Nomination and Remuneration Committee's composition and function</b>	
3.1	The Nomination and Remuneration Committee to be split into two distinct bodies, the Board Nomination Committee and the Remuneration Committee	Complete. The Nomination Committee has been established and the Charter can be viewed on the CPA Australia <a href="#">website</a> . The Board established the People, Remuneration & Culture Committee at the December 2018 Board meeting and the Charter can be viewed on the CPA Australia <a href="#">website</a> .
3.2	The Board Nomination Committee to act as a joint committee of the Board and the Appointments Council	Complete. Effected by Board Resolution and Change to the Nomination Committee Charter. Membership of the Nomination Committee is available for members to view on the CPA Australia <a href="#">website</a> .
3.3	Composition of the Board Nomination Committee to include two Board Directors, two appointees from the Appointments Council and two non-members	Complete. Effected by Board Resolution and Change to the Nomination Committee Charter. Membership of the Nomination Committee is available for members to view on the CPA Australia <a href="#">website</a> .
3.4	The People, Culture and Remuneration Committee to act as a Board committee	Complete. The Board established the People, Remuneration & Culture Committee at the December 2018 Board meeting and the Charter can be viewed on the CPA Australia <a href="#">website</a> .

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
<b>4.</b>	<b>Modify nomination and appointment practices to give Representative Council (proposed Appointments Council) greater oversight</b>	
4.1	The Board Nomination Committee and Appointments Council encourage potential candidates of significant professional standing to apply for nomination	<p>Complete</p> <p>No action taken by the Board on this recommendation. The Board has previously advised members it does not support this recommendation from the Independent Review as it is concerned about the potential for conflicts of interest. Applications for candidates are widely published.</p>
4.2	The Board Nomination Committee provides a framework for Board appointments to the Appointments Council for comment, prior to finalisation by the Board	<p>Complete.</p> <p>Effected by Board Resolution, Change to Committee Charters and Board self-evaluation for the skills matrix.</p>
4.3	The Board Nomination Committee develops the Board skills matrix and skills gaps assessment and provides it to the Appointments Council for comment, prior to finalisation by the Board	<p>Complete.</p> <p>Effected by Board Resolution, Change to Committee Charters and Board self-evaluation for the skills matrix.</p> <p>Skills Matrix approved by the Board and noted by the Nomination Committee and Appointments Council.</p> <p>Chair of Nomination Committee meets with Appointments Council to discuss skills matrix.</p>
4.4	The Board Nomination Committee provides an update to the Appointments Council after the formation of the long and shortlist of candidates	<p>Complete.</p> <p>Effected by changes to By-Law 6.9 (m) approved on 23 August 2018.</p> <p>The Appointments Council must take account of skills matrix.</p> <p>The Nomination Committee Charter as well as processes have been amended to ensure the Chair of the Nomination Committee provides regular updates to the Appointments Council throughout the process.</p>

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4.5	All representatives from the Board Nomination Committee make themselves available to discuss shortlisted candidates with the Appointments Council prior to the Appointments Council's deliberation on the final candidates	<p>Complete.</p> <p>Effected by change to By-Law 6.9 (n) approved on 23 August 2018.</p> <p>However, it may not always be practical to have all members of the Nominations Committee available, so the amendment was made that if all members of the Nomination Committee cannot attend that at minimum the Chair will attend. See By-Law 6.9 (n).</p> <p>The updated information relating to the Appointments Council processes is set out below:</p> <ul style="list-style-type: none"> <li>• The Nomination Committee - which includes 2 Directors from the Board, 2 Appointments Councillors and 2 independent members - assist the Council and Board to determine the skills needed for the Board and the new directors.</li> <li>• The appointment process starts when there is a call for nominations.</li> <li>• Election procedures are set out in the By-Laws.</li> <li>• An independent recruitment firm assists the Nomination Committee to assess the candidate applications and prepares a recommended long list of candidates with candidate reports for the Committee to consider for interview.</li> <li>• The Committee will review the candidate list and CVs for the long list and will agree on a short list for the Committee to interview.</li> <li>• The Committee will also review and consider choosing other candidates not on the long list whom they may wish to interview.</li> <li>• After interviews, the Committee prepares a full report with recommendations for the Appointments Council.</li> <li>• Immediately prior to the election of the new Directors, the Appointments Council meets over a couple of days to consider candidates and proceed to an election in accordance with the By-Laws.</li> <li>• The Appointments Council is provided with a complete list of candidates and a copy of all long-listed candidate applications and CVs as well as short videos from each of the short-listed candidates chosen for interviews by the Nomination Committee.</li> <li>• A report is provided to the Appointments Council detailing the reasons a candidate was not included on the long list by the independent recruitment firm.</li> <li>• The Appointments Council can choose to appoint any candidate who has nominated and meets the criteria whether or not they are on the recommended long or short lists.</li> </ul> <p>Candidate information is treated confidentially by all parties involved in this process.</p>

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4.6	A quorum of the Board Nomination Committee includes a Director, an appointee from the Appointments Council and a non-member committee member	Complete. Effected by Change to the Nomination Committee Charter.
5.	<b>Retain current Director's terms, including number of reappointments</b>	
5.1	Reappointment should be a rigorous process. In particular, a third term should only be granted where the candidate has strongly performed and weight should be given to the overall composition of the Board with emphasis on balancing the need for continuity with the need for continual refreshment of talent and thinking	Complete. Effected by change to By-Law 6.9 (l) approved on 23 August 2018.
6.	<b>Increase the President's term from one to two years with potential for a third</b>	Complete. Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 3 of the Notice of Meeting. Members passed this Special Resolution.
7.	<b>Continually review and improve the Board skills matrix and professional development</b>	
7.1	The Board Appointments Council should continually review CPA Australia's current skills matrix, performance assessment and continuing professional development requirements	Complete. Effected by change to By-Law 6.9 (l) approved on 23 August 2018.
7.2	The Board Nomination Committee develops the Board skills matrix and skills gaps assessment and provides to the Appointments Council for comment, prior to approval by the Board	Complete. Included in the Nomination Committee Charter.
7.3	The public call for applications should highlight the skills that are desired or are in short supply on the current Board, so that applicants are clear on what roles the CPA Australia's Board is seeking to fill	Complete. The skills required are provided as part of the application process and addressed with applicants through the guidance and assistance of the recruitment firm.



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7.4	A similar skills-based approach is developed for CPA Australia's subsidiaries	Complete All subsidiaries follow a skills based appointment process for Directors.
8.	<b>Review the current executive structure</b>	Complete The organisation, including the executive team, has been completely restructured to enable an increased focus on members and the delivery of the organisational strategy. This was delivered under the leadership of the new CEO who started in April 2018. The details of the executive management team are available to members on the <a href="#">website</a> .
9.	<b>Review approach to issues management</b>	Complete The new Strategy, Risk Appetite Statement and associated Risk indicators have been approved by the Board. The Internal Audit function has been fully outsourced to RSM to strengthen internal controls and procedures. Separately, CPA Australia engaged an independent, external organisation to develop and implement a whistle-blower program. This is in line with best practice which requires that CPA Australia implement an external reporting option to work in collaboration with our internal reporting.
10.	<b>Establish a Review Implementation Committee</b>	Complete. The Independent Review Implementation Committee was established in October 2017 and is expected to be wound up in 2019 once IRIC is satisfied that the Independent Review Panel's recommendations have been implemented and for those continuing matters that the work is /work has been mapped and is now embedded in work programs.
11.	<b>Ensure in-camera sessions are built into the Board's agenda</b>	
11.1	Amendments to Board Charter to allow CPA Australia's Directors to consider issues without the CEO or executive management present	Complete. Effected by Constitution Change passed at the 2018 AGM. The Board Charter has also been amended. Private sessions are now a standing agenda item for all Board and Committee meetings. There is a private session at each Board meeting. Neither the CEO nor management are present for this.

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
<b>2. REMUNERATION</b>		
<b>12.</b>	<b>Amend CPA Australia's Constitution to clarify the position as to remuneration for CPA Australia's subsidiaries</b>	Complete. Effected by Constitution Change passed at the 2018 AGM.
<b>13</b>	<b>Make changes to Board remuneration to align with member expectations and peer organisations</b>	
<b>13.1</b>	Remove benchmarks to the Auditor-General's salary from the CPA Australia Constitution	Complete. Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 4 of the Notice of Meeting. Members passed this Special Resolution.
<b>13.2</b>	Replace benchmark to the Auditor-General's salary with either a more appropriate benchmark, an indexed maximum for director remuneration, or a series of principles approved by CPA members	Complete. Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 4 of the Notice of Meeting. Members passed this Special Resolution.
<b>13.3</b>	Continue remuneration benchmarking, but include member-based organisations in the comparators	Complete. Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 4 of the Notice of Meeting. Members passed this Special Resolution. The Constitution does not require benchmarking against member-based organisations, however the Board has confirmed that this will be standard practice.
<b>14</b>	<b>Set CEO remuneration to be competitive but comparable to similar organisations</b>	
<b>14.1</b>	Benchmark CEO salary with comparable member-based organisations	Complete. This has been achieved operationally and the CEO's salary has been announced. The Board keeps this under review and the remuneration of the CEO and other Key Management Personnel will be reported in the Annual Report.

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14.2	Limit CEO notice periods to be conservative	Complete. This has been achieved operationally and the CEO's notice period has been publicly disclosed.
14.3	Have a linkage between CEO salary and a balanced scorecard of organisational metrics	The Board is implementing through the new Strategy. The Board approved the KPIs for the new Strategy at its December 2018 Board meeting. Review of delegations and performance assessment is ongoing for 2019 in line with the new Strategy.
15	<b>Balance attractiveness and comparability to set senior executive remuneration</b>	
15.1	Make the Nomination and Remuneration Committee (proposed People, Culture and Remuneration Committee <sup>1</sup> ) responsible for recommending Key Management Personnel and senior executive salaries. Continue remuneration benchmarking, but include member-based organisations in the comparators	Complete The People, Remuneration & Culture Committee Charter has oversight on KMP and senior executive salaries. The Board established the People, Remuneration & Culture Committee at the December 2018 Board meeting and the Charter can be viewed on the CPA Australia <a href="#">website</a> .
16.	Disclose individual KMP remuneration to improve transparency to members	Complete The Board agreed to and announced that individual KMP remuneration will be disclosed in the 2018 Annual Report. Disclosure was made in the 2018 Annual Report. By-Law 10.3, included in the 23 August 2018 By-Law amendments, includes CPA Australia disclosing remuneration for KMP.

<sup>1</sup> IRP recommends name changed to Remuneration Committee. CPA Australia Board has established a People, Remuneration & Culture Committee. Refer 3.1.

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
<b>3. MARKETING STRATEGY AND EXPENDITURE</b>		
<b>17.</b>	<b>Align marketing investments with an appropriately set corporate strategy and execute accordingly</b>	
17.1	Develop a consolidated marketing strategy that fits within the corporate strategy so that marketing investments are directed towards achieving the overall organisation's goals	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>The Marketing function has been restructured into one team that will deliver efficiencies and reduce duplication. Work completed in the first half of 2019 has included:</p> <ul style="list-style-type: none"> <li>• A new Brand Strategy is in development that aligns to the new Strategy.</li> <li>• The media agency contract has been reviewed and the existing contract will be re-aligned to the new strategic direction.</li> <li>• Member Journey Mapping insights are being implemented to new and existing programs of work.</li> </ul>
17.2	Identify key performance metrics for all significant marketing investments and processes to track, measure and report on these over time	<p>Complete</p> <p>Metrics for significant marketing investments will be established and <b>agreed</b> prior to activity commencement.</p>
17.3	Implement periodic reviews of brand equity to ensure long-term brand building investments are achieving target performance metrics and the pursuit of strategic objectives	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>A new brand strategy is in development and will align and support the strategy. A new agency has been appointed. The benefits of the new agency arrangement will be better alignment to the new strategy and support to regenerate the trust and confidence of members and forge a new direction for CPA Australia.</p>
<b>18.</b>	<b>Maintain marketing activities that differentiate CPA Australia, with proper oversight and caution</b>	
	Strengthen the business case development process for large scale and prominent marketing activities to include a proper focus on risk identification and mitigation	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>For significant large-scale marketing activities, a business case informed by evidence and evaluated against a risk framework is being developed in 2019. This is now business as usual.</p>

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<b>19.</b>	<b>Centre future brand building activities on CPA Australia and its members rather than individual employees</b>	
<b>19.1</b>	Have CPA Australia as the master or primary brand for all marketing activities and assets	<p>Complete</p> <p>After extensive consultation with members, brand building activities focus on members rather than individual employees.</p> <p>The 2018 Public Practice campaign featured CPA Australia members across video, print and online channels to promote Public Practice to the next generation of accountants.</p> <p>Members are featured in the Qantas and Virgin partnerships to amplify the CPA Australia brand and attract the next generation of accountants to the CPA designation.</p>
<b>19.2</b>	CPA Australia brand and brand building activities to reflect the diversity of the organisation and its membership	<p>Complete</p> <p>Brand building activities reflect the diversity of the organisation and its membership. "Become a CPA" and on campus Profession Sessions feature CPA Australia members and associates as well as the next generation of potential CPA Australia members. Communications reflect the diversity of the organisation.</p> <p>A comprehensive brand review has been undertaken in 2019 to guide the evolution of this approach.</p>
<b>19.3</b>	Personalisation of branding to generally be avoided	Agreed to by the Board.
<b>20.</b>	<b>Develop and assess marketing activities based on an identified value proposition to all member segments</b>	
<b>20.1</b>	Assess marketing investments based on a distinct value proposition to each member segment, building on the journey mapping processes currently underway	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>Brand Perception, Member Journey mapping and Value Proposition research have been conducted and a new Customer Value Proposition (CVP) has been developed and tested. The results from the research and the preferred CVP was included in the process to select the Brand Strategy agency. The Brand agency is using the insights for the development of a new brand strategy.</p> <p>Current assessment of the marketing investments based on a distinct value proposition to each member segment is underway and now business as usual.</p> <p>The work is still on track to be completed by the end of 2019.</p>

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<b>21</b>	<b>Utilise existing engagement mechanisms to ensure members better understand marketing strategies and activities</b>	
<b>21.1</b>	Utilise existing engagement mechanisms to ensure members better understand the marketing activities, investments and their rationale, with a focus on innovative activities that depart from expected practice	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>Improved communication with members about marketing activities has commenced and will be ongoing.</p> <p>Prior to the Public Practice campaign being launched, there was member communication about the purpose of the campaign, the strategies and activities.</p> <p>Communication to public practitioners was used to update members on the campaign, how they could be involved, what resources were available for members to access to enable them to leverage from the Public Practice campaign.</p>
<b>21.2</b>	Continue to treat specific marketing activities as operational decisions for CPA Australia with appropriate commercial confidence and sensitivity	<p>Complete</p> <p>Campaign activity is aligned to the new Strategy and Initiatives 1.1 and 1.2 in the new Strategy. Key metrics for determining success are agreed at the planning stage of a campaign.</p>
<b>22.</b>	Review the organisation structure of marketing related business units to improve effectiveness and oversight	<p>Complete</p> <p>The new organisational structure has consolidated the marketing functions into one group to improve effectiveness and oversight.</p>
<b>4. STRATEGY AND PERFORMANCE OF MEMBER SERVICES AND ENGAGEMENT</b>		
<b>23.</b>	<b>Establish a Council of Presidents to improve member ability to engage meaningfully with the Board on CPA Australia's strategy</b>	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 2 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p>

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
23.1	Establish a Council of Presidents (Divisional and Branch) to provide advice to the Board on strategic issues and opportunities in an ongoing way with an emphasis on sharing the views and preferences of the membership (not just for the development of the 3-year Corporate Plan)	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 2 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p> <p>The Council of Presidents Charter has been approved and is available for members to view on CPA Australia's <a href="#">website</a>.</p>
23.2	Set the responsibility of the Council of Presidents to engage in two-way discussions with Divisional and Branch Councils and the CPA Australia Board	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 2 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p> <p>The Council of Presidents Charter has been approved and is available for members to view on CPA Australia's <a href="#">website</a>.</p>
23.3	Set the composition of the Council of Presidents to include all Divisional and Branch Council Presidents	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 2 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p> <p>The Council of Presidents Charter has been approved and is available for members to view on CPA Australia's <a href="#">website</a>.</p> <p>The Members of the Council of Presidents are listed on the CPA Australia <a href="#">website</a>.</p>
23.4	Set a mechanism for the Council of Presidents to self-select its Chair	<p>Complete.</p> <p>Members were asked to consider this at the 2018 AGM. It was set out in Special Resolution 2 of the Notice of Meeting.</p> <p>Members passed this Special Resolution.</p> <p>The Council of Presidents Charter has been approved and is available for members to view on CPA Australia's <a href="#">website</a>.</p> <p>The Chair and the Deputy Chair for 2019 will be listed on the website once elected.</p>

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<b>24.</b>	<b>Enable Divisions and Divisional Councils to better engage with members</b>	
<b>24.1</b>	Explore options to link members in all locations with an existing Branch or Division to ensure representation in currently unrepresented geographies. Such options should take into account the cost implications that can flow from the international locations of some members	Complete and embedded into the Board and management business as usual work program. The Options for Members to link to Divisions will be linked to the technology road map being developed. Technology is required for a solution if e.g. a member is to be linked to their closest Division.
<b>24.2</b>	Support the Divisions, Branches and Divisional and Branch Councils to have more flexibility to engage with members through: increased consultation in the development of Divisional/Branch engagement plans and budgets; providing some more flexibility to General Managers to access resources to respond to member engagement opportunities that arise; and a protocol that defines how Divisional Councils (through and with General Managers) can communicate with members	Complete and embedded into the Board and management business as usual work program New planning process have been implemented for Divisional Councils to allow meaningful input into development of corporate budgets. The process ensures member engagement strategies are able to be considered and resourced as appropriate. An additional budget was allocated in 2019 to enable Divisional General Managers to access more resources if required to respond to member engagement opportunities. A communications protocol is in place for Divisional Councils to communicate with members through fortnightly Divisional Council electronic newsletters.
<b>24.3</b>	Create a digital presence (on the CPA Australia website or other channel) for members to follow activities and opportunities in their Divisions that they can engage with on an opt-in basis	Complete A new event management system has been implemented that allows members to see all activity scheduled in their Division via the CPA Australia <a href="#">website</a> .



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25.	<b>Make Annual General Meetings accessible to all members</b>	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>The 2018 and 2019 AGM were held in venues to cater for a greater number of members to attend. In both years the AGM was webcast. Members were given the option to send in written questions for both AGMs and in 2019 members could ask questions online during the AGM. This was the first time for this process to be made available.</p> <p>The recording of the 2018 and 2019 AGMs are available on the CPA Australia <a href="#">website</a> along with answers to the questions taken on notice.</p> <p>CPA Australia look for new ways to improve the experience for members including to review technology as it becomes available taking into consideration data and cyber security issues to ensure that technology is used in the best interests of members.</p> <p>CPA Australia looks forward to the 2020 AGM.</p>
26.	<b>Update CPA Australia's codes for appropriate behaviour by members and staff</b>	
26.1	CPA Australia develops guidance that clearly states that the Professional Conduct provisions in the Constitution apply to conduct directed at staff and to one another	<p>Complete</p> <p>The Volunteer Code of Conduct has been reviewed and has been included in the Divisional Council Handbook noting that all members must comply with APES110.</p>
26.2	CPA Australia also clearly states in the guidance the types of member conduct towards staff and one another that are considered derogatory to members or CPA Australia, or are unethical	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>Guidance on conduct is set out in the Volunteer Code of Conduct and will be kept under review.</p>
26.3	CPA Australia reviews its Volunteer Code of Conduct and staff codes of conduct for consistency, with a focus on members	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>The Member Engagement Committee sought feedback from Divisional Councils on the Volunteer Code of Conduct. The Volunteer Code of Conduct has been reviewed and forms part of the Divisional Council Handbook for 2019. The Staff code of conduct is being reviewed to ensure consistency.</p>

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
<b>5. STRATEGY AND PERFORMANCE OF CPA ADVICE</b>		
27.	<b>Periodically review costs of member services and how membership value is communicated</b>	<p>Complete and embedded into the Board and management business as usual work program.</p> <p>The Board reviews the costs of membership on an annual basis. The Board also reviews and approves the operational budget to ensure appropriate allocation of resources.</p> <p>The importance of improving member communication and the value of membership are reflected in initiatives throughout the new Strategy and is overseen by the Member Engagement Committee.</p> <p>Some of the major initiatives and projects already underway include:</p> <ul style="list-style-type: none"> <li>• launching a new campaign across various media channels to highlight the benefits of becoming a CPA</li> <li>• commencing a member journey mapping project to help us improve value and service to members at each stage of their membership journey</li> <li>• investing in technology and systems to improve the online enrolment experience</li> <li>• assembling and curating our range of complimentary CPD options on a dedicated website page where members can fulfil all their CPD requirements</li> <li>• introducing in 2019 a new streamlined pricing structure for our CPD products that will see reductions in price for members across a wide range of learning resources</li> <li>• increasing our policy and advocacy work to include commentary on policy issues that matter most to members.</li> </ul> <p>Details about these initiatives and other projects underway are available on a dedicated strategy progress page on the website. We will communicate our progress on the strategy through updates such as this as well as in our regular publications; CPA Update, CPA Tax News and INPRACTICE.</p> <p>The Board reviews progress in implementing the Strategy on a regular basis.</p> <p>The Board in 2018 approved a set of key performance indicators (KPIs) to track and measure our progress on each of the goals. The KPIs are available on the website and were reported to members through the 2018 Integrated Annual Report.</p>

	REVIEW PANEL'S FINAL RECOMMENDATION	STATUS@ OCTOBER 2019
28.	<b>Carry out a comprehensive post-implementation evaluation of CPA Australia Advice</b>	<p>Complete</p> <p>External review of CPA Advice undertaken and a public announcement made for the exit from the CPA Australia Advice business on 20 July 2018. The AFSL and ACL have now been cancelled.</p>
29.	<b>Develop a skills matrix for CPA Australia Advice's Board</b>	<p>Complete</p> <p>External review of CPA Advice undertaken and a public announcement made for the exit from the CPA Australia Advice business on 20 July 2018. The AFSL and ACL have now been cancelled.</p>