

Independent Performance Review Implementation Status

Performance Review Recommendation			FRDC Implementation Plan		
#	Priority	Recommendation	Response	Actions	Status
1	Important	Based on a new RD&E plan, future FRDC AOPs should: <ul style="list-style-type: none"> Simplify key targets per area of investment Continue the refinement of management / governance targets that are more relevant to organisational performance (e.g. timing of milestones, contractual turn-around etc.) 	Agree	<i>Immediate:</i> <ul style="list-style-type: none"> To be addressed in 2019-20 Annual Operational Plan (AOP) that will be reviewed by the FRDC board in December 2018. The FRDC will review and refine its targets and supporting systems to ensure that organisational performance is improved. 	COMPLETE June 2021. New Monitoring & Evaluation Framework developed and approved June 2021.
2	Important	FRDC should develop, produce and promote to stakeholders a stand-alone performance report that summarises the FRDC's key outputs and impacts relative to targets in its RD&E Plan and AOP on an annual basis.	Agree	<ul style="list-style-type: none"> FRDC will produce a performance summary of its Annual Report each year – the first summary will cover 2017-18. Given that the 2018-19 Annual Operational Plan (AOP) is already approved and active, the same approach will be taken with the 2018-19 Annual Report. 2019-20 Summary Annual Report will be based on the improved 2019-20 AOP targets 	COMPLETE. 6-monthly Web-Based Performance Reports implemented July 2021, informed by Monitoring & Evaluation Framework.
3	Important	During the development of the next RD&E Plan, FRDC should review the way it organises and manages its RD&E program (its investment and evaluation framework) with the aim of simplifying it so that it is easily understood by the average stakeholder.	Agree	<p>The last FRDC board requested that FRDC management:</p> <ul style="list-style-type: none"> commission a review of all FRDC structures and processes including Industry Partnership Agreements (IPAs), Research Advisory Committees (RACs), and infrastructure projects. develop a mechanism to measure collaboration, including between the RACs, IPAs and Subprograms, and report on the outcome. <p>The FRDC will respond to a changing external environment and reposition itself as a catalyst for transformational change within the</p>	<p>COMPLETE. Investment Mechanisms Working Group established in Nov 2018, consisting of three directors to help FRDC management review its current investment processes, and its role in the innovation system.</p> <p>Review of structures and processes completed in August 2020.</p>

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				Australian fishing and aquaculture sector. It will also determine the most effective way to stimulate the level of change that will be required in the context of the 2020-25 RD&E Plan.	
4	Better practice	The FRDC Board should consider options to assist it in its role in respect to RD&E, one of which would be the creation of a Research Committee of the Board.	Agree	<p>FRDC will develop mechanisms to improve its ability to measure the value and impact of RD&E investment including:</p> <ul style="list-style-type: none"> • reviewing existing advisory structures and processes with respect to project/program evaluation (and determine if/where a board committee might add value) • reviewing the process for board approving RD&E applications • implementing an updated board RD&E investment policy and procedure • updating the FRDC board dashboard to better reflect a portfolio view of investment • developing appropriate metrics to inform the new Performance Report Card (refer responses to recommendations 1, 2 and 10) 	<p>COMPLETE. Review of advisory structures and processes, and processes for board approving RD&E applications completed in August 2020.</p> <p>Investment policy updated November 2021</p> <p>New portfolio-focussed process for reporting progress to Board implemented in February 2020.</p> <p>New Monitoring & Evaluation Framework developed and approved June 2021</p>
5	Better practice	The FRDC Board should consider creating a People and Culture Committee of the Board to formalise the succession planning process for all senior management, including the MD, to recommend the remuneration of the MD, and to develop a board skills matrix.	Agree	The FRDC board created the People and Culture Committee at its 20 November 2018 meeting.	COMPLETED. Created committee at board's 20 Nov 2018 meeting Review the committee charter at the 12 Dec 2018 meeting. Completion by Dec 2018
6	Better practice	FRDC should develop a deeper understanding of risk appetite and risk tolerance across the key risk areas in line with new risk policy and ensure that this is	Agree	<p>In August 2018 the FRDC put in place a new <i>Risk policy</i> and <i>Risk register</i> that put a focus on risk appetite and risk tolerance.</p> <p>Going forward:</p> <ul style="list-style-type: none"> • key risk areas will be reviewed by the board to develop a revised deeper understanding of 	COMPLETE April 2022. New Risk Management Framework implemented, and process for regular review by board

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		monitored regularly by the FARM Committee. Risk appetite should be set by the Board with tolerances agreed between the Board and management.		<p>risk appetite and risk tolerance</p> <ul style="list-style-type: none"> key risk areas will be reviewed; and controls monitored and revised by the board at each meeting (standing agenda item) <p>key risk areas will be reviewed by the FARM Committee at each meeting (standing agenda item).</p>	
7	Better practice	FRDC should strengthen its approach to extension, possibly by creating a specific position to oversee extension across the organisation.	Agree	<ul style="list-style-type: none"> FRDC will undertake a review of its approach to extension and respond to the recommendations of that review, which may include improving transparency on who in FRDC leads extension. FRDC will develop metrics to enable an ongoing annual review of the performance of its extension activities 	COMPLETE. Extension Officer Network approved for implementation November 2021.
8	Better practice	FRDC should continue to conduct ex-post impact assessments of randomly selected projects as planned. The focus for FRDC should be on communicating the results to stakeholders using clear, simple language, as it did in its 2017 Annual Report. FRDC could consider preparing and publicly releasing a short Performance Evaluation Report each year, which would include results against its Key Performance Indicators as well as the results from the Impact Assessments.	Agree	<ul style="list-style-type: none"> FRDC will continue to implement the Council of Rural Research and Development Corporations (CRRDC) impact assessment procedure and guidelines, and any updates to these FRDC will develop for 2018-19 a <i>Performance Report Card</i> that will be informed by the new approach to the AOP and the review at recommendation 1 <p>In developing its new <i>Performance Report Card</i> the FRDC will assess the current Sugar Research Australia (SRA) and Wine Australia report cards as examples of better practice in performance reporting</p> <p>The implementation of this recommendation will be informed by the actions at Recommendation 5</p>	<p>COMPLETED. Annual BCAs ongoing aligning to CCRDC procedure.</p> <p>6-monthly Web-Based Performance Reports implemented July 2021, informed by Monitoring & Evaluation Framework.</p>
9	Better practice	FRDC should explore with its impact assessment provider	Agree	FRDC will instruct its external provider to ensure that the 2019 reports provide more detailed	UNDERWAY. New process to be

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		the feasibility of providing in the impact assessment reports more detailed commentary on the likely distribution of benefits from the project clusters between regions and/or sectors of the Australian fisheries sector.		commentary on the likely distribution of benefits from the project clusters between regions and/or sectors of Australian fisheries.	implemented reporting against programs, starting November 2022.
10	Better practice	FRDC should develop and implement with its impact assessment provider a project to assess willingness-to-pay studies of environmental attributes of fishery resources and externalities arising from aquaculture as input into future assessments of the environmental impacts of FRDC's Environment Program.	Agree	FRDC will commission its external provider to develop willingness to pay studies to improve the valuation of non-market values. This will explore benefit transfer approaches. A separate initiative that may be explored would be to use other data such as bycatch reductions, and the Status of Australian Fish Stocks (SAFS) data and associate them with a special study to elicit community values of movements between statuses for a given stock.	UNDERWAY. New process to be implemented starting November 2022, using willingness to pay or other best practice agreed.