

INDEPENDENT PERFORMANCE REVIEW RECOMMENDATIONS

Performance Review Recommendations		
Performance Review No.	Recommendation	AgriFutures Response
1	The AgriFutures Board should consider a schedule of two board performance reviews over each appointment period, including the possibility of an external review in year three. These reviews should include evaluation of the Board and Audit Committee and their respective chairs	AGREE However, the Board agreed to have one Board performance review per appointment period (3 years), which would be mid term. COMPLETED
2	The AgriFutures Board should consider establishing a committee of the Board to advise it on people-related matters, possibly including succession planning, internal or external performance reviews and shaping AgriFutures' corporate culture.	AGREE with this recommendation and will establish a People and Culture Committee to advise the Board on: <ul style="list-style-type: none"> • executive remuneration; • attraction, retention and development of talent; • diversity and inclusion; and • Workplace Health and Safety. BY SEPTEMBER 2019
3	AgriFutures should consider simplifying its governance documentation by compiling its policies into a small number of handbooks and developing a register of all policies, procedures, plans, registers and other important documents.	AGREE BY AUGUST 2019
4	AgriFutures should develop a formal performance assessment and review process for all employees.	AGREE BY AUGUST 2019

5	<p>AgriFutures should consider developing short summaries of its key documents e.g. strategic plan, annual operating plan, and annual report (see also recommendation 15).</p>	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">Annual Grower Report for each levied industry</p> <p style="text-align: center;">BY NOVEMBER 2019</p> <p style="text-align: center;">(AgriFutures already has 'Strategy-On-One-Page')</p>
6	<p>AgriFutures should separately publish annual financial statements for each of its levied industries, showing at least the most recent year's financial performance and the budgeted revenue and expenditure for the current year.</p>	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">BY AUGUST 2019</p>
7	<p>AgriFutures should develop an R&I progress report, aligned with the evaluation framework, that can be used by the Board and senior management to enhance oversight of RD&E activities.</p>	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">COMPLETE</p>
8	<p>AgriFutures should develop and publish a more comprehensive evaluation framework that allows for greater clarity for its activities across the four Arenas. This would include reviewing the KPIs and targets for each of the priorities in arenas 1 to 4.</p>	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">Additional workshop to be scheduled.</p> <p style="text-align: center;">BY AUGUST 2019</p>
9	<p>AgriFutures should ensure it meets formally with NFF and ACMF every six months and that it engages more actively with both organisations in planning and reporting.</p>	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">Every 6 months for National Farmers Federation (NFF) and annually for Australian Chicken Meat Federation (ACMF) as this is what both of these representative organisations preferred.</p>

10	AgriFutures should continue to improve its engagement and communication with levy-paying (and emerging industry) stakeholders to ensure that relationships are constructive and industry input to RD&E investment priorities is effective.	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">ONGOING</p>
11	AgriFutures should develop and communicate a narrative that defines the value proposition of enhanced cross-linkage between the four Arenas for all stakeholders.	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">The new Monitoring, Evaluation, Reporting and Improvement (MERI) Framework diagram will note this.</p> <p style="text-align: center;">ONGOING</p>
12	AgriFutures should review the terms of reference and process of induction of panel chairs and other members to ensure that panels provide effective and efficient advice on industry investment priorities.	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">BY SEPTEMBER 2019</p>
13	AgriFutures should consider conducting ex-post impact assessments or ex-ante benefit-cost analyses of some projects funded within arena 1 (People and Leadership) and in arena 2 (National Challenges and Opportunities).	<p style="text-align: center;">AGREE</p> <p style="text-align: center;">BY DECEMBER 2019</p>

<p>14</p>	<p>AgriFutures should continue to conduct ex-post impact assessments of its RD&E investments in each of the industries it supports at the end of the five-year plans for each industry. This includes, in particular, the impact assessment for the 2014-19 Chicken Meat RD&E plan scheduled in the last quarter of 2018 and first quarter of 2019 and an impact assessment for the 2014/15-2018/19 Honey Bee and Pollination plan which should be conducted in 2019.</p>	<p>AGREE</p> <p>BY SEPTEMBER 2019</p>
<p>15</p>	<p>The focus for AgriFutures should be on communicating the results of the ex-post impact assessments to stakeholders using clear, simple language. AgriFutures should 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 any impact assessment conducted in that year.</p>	<p>AGREE</p> <p>Incorporate into Annual Grower Report for each levied industry</p> <p>BY NOVEMBER 2019</p>