Response to recommendations from the Independent Review of Performance 2016-20

Implementation Plan – June 2020

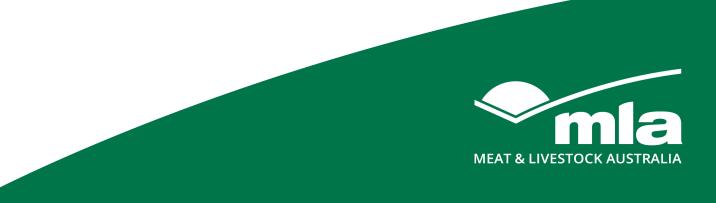mla

MEAT & LIVESTOCK AUSTRALIA

Recommendation 1: Set a clear and certain direction for ISC

Provide a clear direction and secure funding for the next 3-5 years so that ISC can better support its commitments to Australia's red meat integrity system

Actions	Progress / Completion Date
ISC has developed the Integrity Systems 2025 and Beyond Strategy (IS2025) in conjunction with industry which has a detailed implementation plan developed including the annual budget estimates until 2022. A full 5 year budget has been completed with MLA finance to align with the new MLA strategic plan.	• IS2025 implementation plan currently being updated to reflect new budget forecasts until 2025 • High level budget consultation was completed prior to Board approval on 25 May, 2020. • Ongoing annual budget reviews throughout the 5 year strategic plan period will be conducted as part of the annual MLA budgeting and consultation cycle

Recommendation 2: Continue to strengthen stakeholder engagement

MLA should actively pursue the successful implementation of a Key Account Management strategy and framework (Project Auto) and associated systems-information reforms (Project CODEX). These initiatives should form the narrative for how MLA will work with stakeholders to improve engagement and service delivery with associated reporting

Actions	Progress / Completion Date
The introduction of a key account management framework (Project Auto) is underway and will be greatly enabled by the CRM. The CRM is also the key enabler for a new platform to streamline project administration, reporting and information management across MLA (Project Codex). Used effectively across MLA, the CRM will also help to ensure services and communications are better targeted to stakeholder needs.	• Key actions with respect to stakeholder engagement include the design and implementation of a company wide stakeholder engagement model to improve stakeholder engagement to achieve KPIs in MLA's 2025 Strategic plan • Stakeholder engagement strategy internal audit completed in May 2020 • Design of new framework has commenced, to be completed by end Q1, FY21 and implemented across the business by end Q4, FY21
Key actions with respect to a strategic key account management include: • Implementation of a Key Account Management program at MLA for large levy payers (producers & processors) • Regular schedule of engagement with PICs and SFOs to exchange information on MLA activities and industry issues	• Framework under development and due for completion by end Q1, FY 21 and implemented across the business by end Q4, FY21 • Information sessions scheduled to be held with PICs and SFO's at least twice yearly

Recommendation 2: Continue to strengthen stakeholder engagement (continued)

Actions	Progress / Completion Date
Key actions with respect to the CRM include: • Enhanced management of the MLA centralised CRM database, where stakeholder engagements are recorded. • Improve MLA project management and reporting functionality via the CRM platform • Enhance communication and engagement with stakeholders via tailored and targeted relevant messages to stakeholders.	• Training underway across MLA such that all key stakeholder engagements are captured in the MLA CRM by end Q4, FY21 • Project Management platforms operational by end Q4, FY21 – Events hub, Research hub, Marketing hub, and MSA hub • Ongoing, measure stakeholder satisfaction with MLA communications and engagement – at a campaign and enterprise level. Use insights to inform objectives, strategies and future tactics

Recommendation 3: Relevant and linked Key Performance Indicators

MLA should maintain the practice of linking KPIs to the MISP. Stretch stakeholder satisfaction KPIs should be progressively expanded to include members and other key stakeholder segments in line with the Key Account Management strategy and framework

Actions	Progress / Completion Date
Ensure MLA 2025 Strategic Plan Outcome Statements and Success Indicators have clear alignment to Industry Strategic Plan (Red Meat 2030) via mapping of Industry Priorities to MLA Program and Sub Programs (major contributors)	Included in Strategic Plan 2025; due for completion by end Q4, FY20
Ensure MLA Annual Investment Plans and supporting program business plans have clear links to MLA 2025 Strategic Plan Outcomes and Success Indicators and Red Meat 2030 Industry Priorities through mapping of MLA Programs and Sub Programs (major contributors)	Included in FY21 Annual Investment Plan and FY21 Program Business Plans. Due for completion by end Q4, FY20
Annual review and reporting of progress to Outcome Statements and Success Indicators (against MLA Strategic Plan 2025) and annual review and reporting of delivery against Annual Investment Plan KPIs	• Ensure data sets or surveys in place for all indicators by end Q4 FY21 • Monitor progress to agreed AIP KPIs each quarter (via sub program reports) • Report progress to Strategic Plan Success Indicators and AIP KPIs in each Annual Report (typically published in Sept each year)

Recommendation 3: Relevant and linked Key Performance Indicators (continued)

Actions	Progress / Completion Date
Include member satisfaction scores and 2025 target in MLA 2025 Strategic Plan Success Indicators. Include annual targets in MLA Annual Investment Plan and report progress. Review survey design on annual basis to ensure it reflects broader stakeholder engagement objectives	Included in Strategic Plan 2025 and FY21 Annual Investment Plan

Recommendation 4: Committee Effectiveness

MLA should extend the application of a two-way engagement model to include a rolling schedule of facilitated self-assessment of all committees it convenes or funds. Findings would be reported to member organisations. Service level agreements between each committee and MLA should be established for a defined period after each assessment. MLA should publish the terms of reference, service level agreement and self-assessment findings for each committee. Such an extension will propel MLA's engagement function to the next level of maturity

Actions	Progress / Completion Date
Conduct stocktake of MLA committees and supporting TOR. Undertake stakeholder and desk top review of possible approaches to engagement effectiveness, including self-assessment and reporting.	Opportunity defined by end Q2, FY21
Formulate proposed framework for engagement effectiveness. Formulate draft implementation plan. Undertake stakeholder consultation.	Engagement effectiveness framework and supporting implementation plan determined by end Q1 FY22
Phased implementation of engagement effectiveness framework.	• Implementation commences from Q2 FY22 • Reporting from Q4 22
Integrity Systems Taskforce TOR undergoing review for effectiveness and purpose.	Review in progress. Receiving feedback from members which will be reviewed at an out of session meeting.

Recommendation 5: Evaluation and investment

MLA should supplement its current evaluation model with more evaluation of issues that are difficult to analyse and do not fit well with a standard economic evaluation framework. These issues could relate to the prosecution of CN30 initiatives or ISC's 2025 'real time traceability', 'automatic integrity' and 'insights and information' activities. MLA should consider piloting a range of quantifiable evaluation techniques which help to inform investments that address these issues

Actions	Progress / Completion Date
Develop and implement triple bottom line reporting in MLA investments including the quantification of benefits (where practicable).	Currently being scoped
Quantitative and qualitative analysis developed that assists MLA in developing a balanced portfolio that maximises returns to MLA stakeholders	Currently being scoped
ISC are completing an updated Monitoring & Evaluation framework, with quantifiable techniques and comprehensive ex-ante BCR analysis for the IS2025 strategy.	• MER framework revisions to be completed by 30 June 2020 • Updated ex-ante BCR to be completed by end Q1, FY21