

**Economics Legislation Committee**  
**ANSWERS TO QUESTIONS ON NOTICE**  
Industry, Innovation and Science Portfolio  
2016-17 Supplementary Budget Estimates  
20 October 2016

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**AGENCY:** CSIRO

**TOPIC:** Governance - E&Y Review

**REFERENCE:** Written Question – Senator Carr

**QUESTION No.:** SI-99

In reference to the Ernst & Young Science Prioritisation and Implementation Process Review which makes the following observations, “many of the issues and challenges that flowed from the 2015 16 experience were a consequence of governance and risk management oversights” (p. 19). Also, that a “perceived breakdown in trust in the processes and management” occurred (p. 18).

1. Do you agree with these observations around governance oversights?
2. What improvements to governance will be implemented to avoid such oversights in the future?
3. What measures will be put in place to avoid such breakdowns in process in the future?

**ANSWER**

1. As noted in his email to all staff on 9 September 2016, the Chief Executive of CSIRO has accepted the findings contained within the EY Report.
2. CSIRO has committed to taking the following actions in order to improve organisational governance:
  - Continue the review and simplification of the policy and procedures within the CSIRO Governance Framework as they relate to the science investment and implementation processes.
  - Review and as required make changes to the CSIRO Governance Charters (such as Board, ET, SICOM) to ensure clarity in role and decision making
  - The Chief Executive will continue to assess the appropriateness and effectiveness of the current organisation structure and practices and implement changes accordingly, including lines of reporting and distribution of enterprise support services.
3. See 2 above.