
PREVENTION RESEARCH COLLABORATION STRATEGIC DIRECTIONS 2014-2019

5-Year Strategic Plan for the Prevention Research Collaboration



Health



Prevention



Research



Collaboration



FOREWORD

The Prevention Research Collaboration [PRC] is currently based substantially on two core programs, the Physical Activity Nutrition Obesity Research Group [[PANORG] and the Population Health and Health Services Research Support [PHHSRS] Programs, both of which are funded by the NSW Ministry of Health.

This Strategic Plan builds on our past work but importantly takes the opportunity to map the strategic landscapes for the PRC as a whole rather than for any individual program. This broader approach allows PRC to configure strategic governance arrangements which harness the experience and guidance of our Board members to benefit all of our programs and activities across the organisation.

The Strategic Plan sets out the goals and strategic objectives towards our vision — *collaborative research solutions for a healthier world*, in keeping with our mission:

We will undertake research of the highest quality, in a collaborative endeavour involving researchers and decision makers, to create the knowledge needed for better policy and practice in the prevention and control of non-communicable diseases. We will give our priority endeavour to research in physical activity, nutrition and obesity, bringing expertise, innovation, support and solutions for preventing disease and promoting health.

Strategic planning is a dynamic process, incorporating feedback and review to allow alignment with the operating environment and continual examination of optimal ways of adapting our research and activity to change. The year in which this Strategic Plan was developed saw rapid and substantial changes to the national infrastructure and funding arrangements for prevention; this underscores the importance of having a planned approach to dealing with the challenges and opportunities that lie ahead.

This Strategic Plan has benefitted from the inputs and advice of our key stakeholders to whom I convey my heartfelt thanks. I look forward, through our continued collaborative endeavour, to transforming our aspirations into tangible research solutions for a healthier world.



Professor Adrian Bauman
Director, Prevention Research Collaboration

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BACKGROUND AND INTRODUCTION

A STRATEGIC PLAN TO GUIDE THE WORK OF THE PRC

The Prevention Research Collaboration [PRC] includes funding derived from the Physical Activity Nutrition Obesity Research Group [PANORG] and the Population Health and Health Services Research Support [PHHSRS] Programs. The PANORG Program circumscribes a specific program of research activity, whereas PHHSRS funds research infrastructure and capacity building efforts. We acknowledge and thank the NSW Ministry of Health [MoH] for this support as well as our other important funders, including the Heart Foundation of Australia [NSW Division], National Health and Medical Research Foundation [NHMRC], Australian Research Council [ARC], Cancer Institute NSW, and Cancer Council NSW. For more information visit the [PRC website](#).

This 5-year Strategic Plan will be used to shape and inform the ongoing operational planning and priority setting across the PRC. Operational planning is a dynamic process, subject to review and adjustment; strategic plans also benefit from periodic review to re-assess alignment with the operating environment and to examine optimal ways of adapting to change.¹

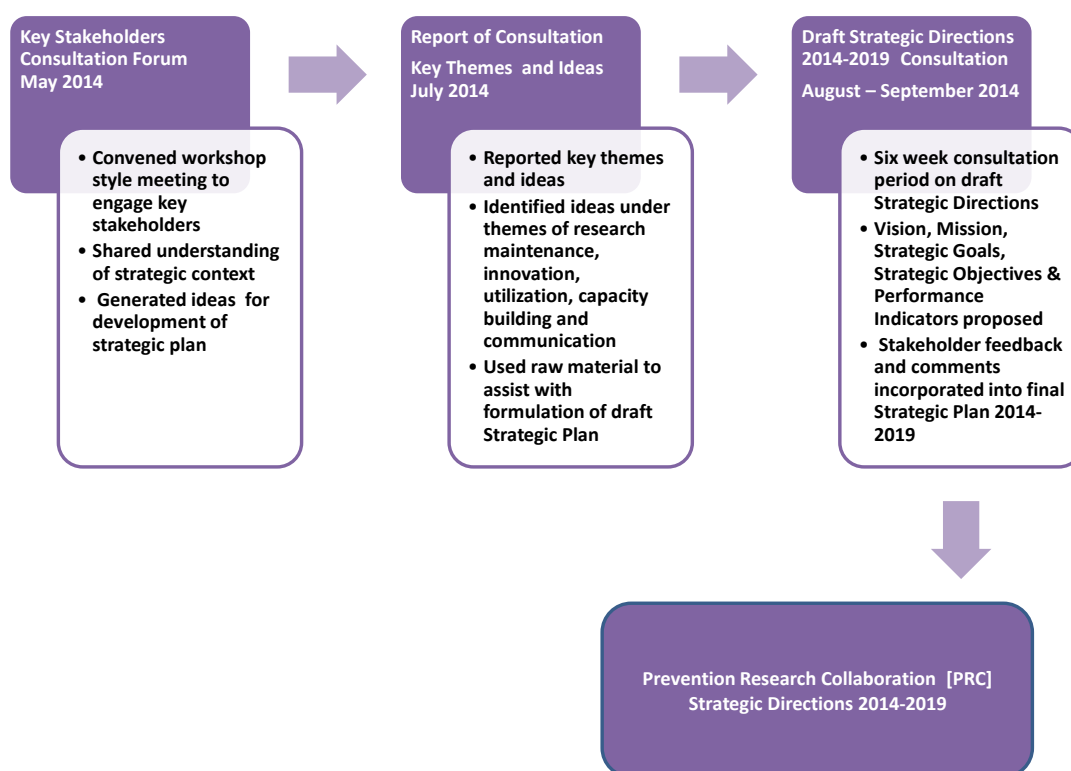


Figure 1 Development and consultation process for Strategic Directions 2014-2019

THE “WHAT” AND THE “HOW” OF THIS STRATEGIC PLAN

WHAT DEFINES STRATEGY?

Porter’s seminal paper on strategy² suggests the following key concepts which help us distinguish strategic from operational planning in our considerations:

- **operational effectiveness is not strategy** [and is sometimes confused as such];
- **strategy rests on the completion of unique research activities** [the essence of strategy is choosing to perform activities, in this case research, that is different to other public health groups; strategic positions can be based on customer needs, customer accessibility, or the variety of an organisation’s products or services];
- **a sustainable strategic position requires trade-offs** [trade-offs are essential – they create the need for choice and purposefully limit what an organisation offers];
- **strategic fit drives both competitive advantage and sustainability** [while operational effectiveness is about achieving excellence in *individual* activities, or *functions*, strategy is about *combining activities* [or functions];
- **activity system maps can show graphically how an organisation’s strategic position is contained in a set of tailored activities designed to deliver it**; in organisations with a clear strategic position, a number of higher order strategic themes can be identified and implemented through clusters of tightly linked activities; and
- **strategic planning should address the longer term rather than a single planning cycle**; ideally, strategic positions should have a horizon of a decade or more [not of a single planning cycle]; the role of leadership is vital; the general manager’s role is broader and far more important than operational effectiveness and 'making deals'; strategic planning is more than the stewardship of individual functions; its core is about defining and communicating the organisation's unique position, making trade-offs, and forging fit amongst activities.

Acknowledging Porter’s key concepts and his suggested ideal of planning for a decade, this plan adopts a five year horizon and covers the period 2014-2019 with the expectation that even with a closer time horizon, some aspects of the plan will need to be adjusted according to changes in our operating environment.

HOW IS THIS PRC STRATEGIC PLAN DESIGNED?

PRC Strategic Directions 2014-2019 [this plan] has been designed with the intention of providing a higher level document which can be used to shape and inform the ongoing operational planning and priority setting of the PRC. Operational planning is thus a separate and more detailed annual process distinct from this document but guided by its goals and objectives.

To guide the work of the PRC, this plan sets out a Vision, Mission, a set of Values and Operating Principles, Strategic Goals, Strategic Objectives and Key Performance Indicators, summarised graphically below in Figure 2.

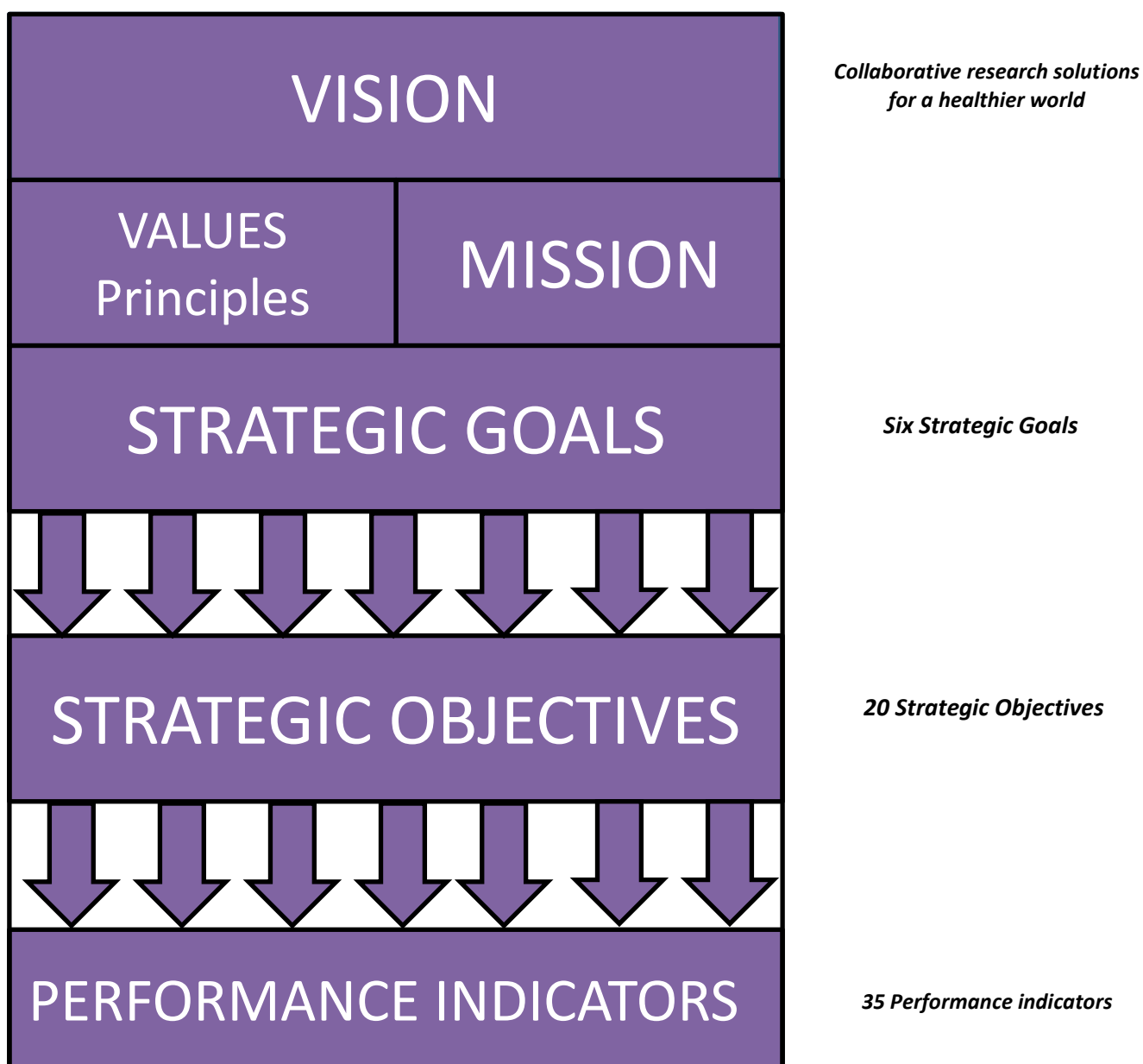


Figure 2 Graphical summary of the Strategic Plan components

WHERE WE ARE NOW?

BUILDING ON SUCCESS

PANORG

The Physical Activity Nutrition and Obesity Research Group [PANORG] within the PRC is funded by the NSW Ministry of Health for the period 2014-2018. PANORG has been designed to support the Centre for Population Health at the NSW Ministry of Health as well as other government agencies, to:

- advance the promotion of physical activity, nutrition and obesity prevention consistent with key government initiatives, notably the NSW 2021 State Plan³ and the NSW Healthy Eating and Activity Living Strategy [2013-2018];⁴
- work closely with the Office of Preventive Health in evaluating scaled up public health interventions; and
- strengthen the capacity within NSW for promoting physical activity and nutrition, and preventing obesity through undertaking research, linking that research to policy and practice, and monitoring and evaluating population health policies and programs.

PHHSRS

The PRC is also supported to June 2017 through a grant under the Population Health and Health Services Research Support [PHHSRS] Program [a competitive program administered by the NSW Ministry of Health which funds research infrastructure and capacity building efforts]. The specific objectives of the PHHSRS Program are to:

- increase high quality and internationally recognised population health and health services research in NSW;
- support the generation of research findings that address NSW Health priorities; and
- encourage the adoption of research findings in health policies, programs and services in NSW.

OTHER FUNDING

PRC research studies have also been funded by other organisations including the Heart Foundation of Australia [NSW Division], National Health and Medical Research Foundation [NHMRC], Australian Research Council [ARC], Cancer Institute NSW, and Cancer Council NSW.

The PRC work program continues to include established domains of applied research and evaluation, evidence reviews, conduct of the Statewide Physical Activity and Nutrition Surveys [SPANS] of school aged children, secondary analyses of large scale data sets in NSW, and other applied research to support the efforts of the NSW Ministry of Health and its Office of Preventive Health in addressing disease prevention. This new plan builds on previous efforts but importantly takes the opportunity to map the strategic landscapes for the PRC as a whole and not merely for any individual program. This broader approach allows PRC to configure strategic governance arrangements which harness the experience and guidance of our Board members to benefit all of our programs and activities across the organisation.

EXTENDING A STRONG TRACK RECORD IN PREVENTION RESEARCH

The PRC aims to build further on what can arguably be described already as a very strong track record in public health research on non-communicable disease [NCD] prevention. This track record includes:

- Applied public health research [translation, population-wide and dissemination research];
- Policy-relevant and technical research for governments and for WHO;
- Epidemiological & methodological studies;
- Large output of peer-reviewed publications and other key reports;
- Research activity in the Region and Globally through our WHO Collaborating Centre on Physical Activity, Nutrition and Obesity; and
- Leadership of cross disciplinary research at the Sydney School of Public Health and Charles Perkins Centre at the University of Sydney.



Photos: PRC is based at the new [Charles Perkins Centre](#) at the University of Sydney

WHERE WE WANT TO BE BY 2019

By 2019 we want to have delivered a program of activity which has:

- used collaborative endeavour involving researchers and decision makers, to create the knowledge needed for better policy and practice;
- built on and extended an already strong research and evaluation capacity, playing to our niche strengths and responding nimbly to changes in the external operating environment;
- increased cross-government utilization of research data on physical activity, nutrition, obesity and prevention of NCDs
- strengthened the integration of economic evaluation and analysis into all our evaluation research work;
- better enabled all sectors [not just health] and settings [whether workplaces, schools, local government or other settings] to implement the most effective preventive health programs;
- expanded the use of techniques to improve knowledge translation;
- supported the choices of individuals and communities to be more evidence-informed for a healthier world; and
- delivered on the Mission, Strategic Goals and Strategic Objectives set out in the remainder of this document.



Photos: PRC work is focussed on physical activity, nutrition and obesity research solutions for a healthier world

HOW WE ARE GOING TO GET THERE – OUR VISION, MISSION AND GOALS

VISION

Collaborative research solutions for a healthier world.

MISSION

We will undertake research of the highest quality, in a collaborative endeavour involving researchers and decision makers, to create the knowledge needed for better policy and practice in the prevention and control of non-communicable diseases. We will give our priority endeavour to research in physical activity, nutrition and obesity, bringing expertise, innovation, support and solutions for preventing disease and promoting health.

STRATEGIC GOALS

Goal 1 Quality Research

Maintain a portfolio of high quality and internationally recognised population health research

Goal 2 Research to inform action

Conduct research to generate the new knowledge needed for better policy and practice

Goal 3 Integrated approaches

Increase integrated approaches to applied prevention science, through a partnership approach involving researchers, policymakers and practitioners

Goal 4 Workforce development

Implement research-focussed workforce development activities to enhance the planning, implementation and evaluation of policy and practice in the prevention and control of non-communicable diseases [NCDs]

Goal 5 Stakeholder engagement

Apply marketing and communication strategies to engage key audiences, strengthen our reputation as a sound research organisation to invest in, increase our recognition as a quality provider of research and as an advocate for evidence-informed prevention policy and practice

Goal 6 Governance

Develop governance and management processes to strengthen organisational resilience and responsiveness to change in the political, economic, social and technological operating environment

HOW WE WILL WORK – OUR VALUES AND OPERATING PRINCIPLES

VALUES

QUALITY

We deliver our services and products to the highest possible standards

ACCOUNTABILITY

We are responsible stewards of resources and deliver on our commitments

INDEPENDENCE

We maintain the freedom to pursue innovation in our quest for the best evidence to improve health

OPERATING PRINCIPLES

CONSISTENCY

We work consistently with overall vision and strategy of The University of Sydney and Charles Perkins Centre and in support of the other Faculties and Departments

PARTNERSHIP

We aim to harness and strengthen partnerships amongst researchers, policymakers and practitioners at local, state, national and international levels

REAL WORLD APPLICATION

We work to ensure better translation of research evidence into policy and practice for preventing disease and promoting health

SOCIAL JUSTICE

We strive to undertake research which is inclusive of equity considerations and widely applicable at whole population level, particularly for those in greatest need, so that they may be supported to lead healthy and productive lives

TRANSPARENCY

We foster openness and trust to strengthen our communication and to underpin accountability

VALUE FOR MONEY

We attach importance to evidence-based strategies and practices which have potential to enhance efficiency and cost-effectiveness

THE STRATEGIC OBJECTIVES

GOAL 1 QUALITY RESEARCH

Maintain a portfolio of high quality and internationally recognised population health research

Strategic Objectives

- SO1.1 Develop and implement annual research plans for major programs in agreement with the funder[s] as required and specifically for the Physical Activity, Nutrition and Obesity Research Group [PANORG]
- SO1.2 Ensure a portfolio of high quality research applying fit for purpose research methods, consistent with priority criteria endorsed by the PRC Strategic Advisory Board [SAB], and balanced in terms of six domains: risk factor or condition^a, population^b, research type^c, knowledge innovation^d, partnership synergy^e and publishable output^f addressed
- SO1.3 Ensure high quality population health research by (a) recruiting excellent researchers, (b) applying Quality Improvement [QI] processes and (c) fostering teamwork across the PRC

Key Performance Indicators

- P1.1 Research work plan developed annually covering major programs [specifically demarcated for the Physical Activity, Nutrition and Obesity Research Group [PANORG]] to meet stakeholder needs
- P1.2 SPANS conducted in 2015, data analysed and reports produced to meet contractual requirements of MoH
- P1.3 Number of peer-reviewed publications of research findings published and disseminated each year [minimum of 30 publications]
- P1.4 Number of Postdoctoral fellows employed, PhD Scholars recruited and scholarships provided & PhD completions
- P1.5 Degree of balance achieved across six stipulated domains in PRC research outputs

^a Risk factor denotes NCD risk factors and conditions – particularly physical activity, obesity & nutrition.

^b Population denotes demographic profile – for example whole/sub-population, regional/rural/ special populations & SES focus

^c Type denotes a range including monitoring/determinants/intervention or program evaluation/policy research/ method & literature reviews

^d Knowledge innovation denotes filling strategic/evidence gaps, as well as considerations of replication & localization

^e Synergy denotes coordination with current or new partners to avoid unwanted duplication and to improve research quality

^f Publishable output denotes peer-review publication, reports & other types of outputs

GOAL 2 RESEARCH TO INFORM ACTION

Conduct research to contribute to the knowledge needed for better policy and practice

Strategic Objectives

- SO2.1 Provide technical assistance in the design and application of evaluation frameworks and methods, especially with respect to the NSW Healthy Eating and Active Living Strategy 2013 - 2018 [HEAL]
- SO2.2 Develop a workstream of translational research, including but not limited to (a) exploration of how evidence is used in policy development, (b) examination of factors influencing policy implementation success or failure, and (c) development of evidence assessment tools and frameworks designed to encourage the adoption of research findings in policies, programs and services
- SO2.3 Establish innovative PRC research clusters, including, but not limited to social marketing and mass media campaign research

Key Performance Indicators

- P2.1 Evaluation framework for the NSW Healthy Eating and Active Living [HEAL] Strategy [2013-2018] developed, including the collation of dashboard indicators
- P2.2 Monitoring of key indicators of physical activity, nutrition and weight status undertaken with respect to the NSW HEAL Strategy [in agreement with MoH]
- P2.3 At least 5 significant evaluation projects completed by 2018 with respect to the NSW HEAL Strategy [in agreement with MoH]
- P2.4 Number of projects undertaken, reports produced, and peer-reviewed papers published through the established PRC Social Marketing and Mass Media Campaign Research Cluster
- P2.5 At least 5 evaluation frameworks developed for a policy or program, as specified by MoH, by 2018
- P2.6 At least 3 additional research projects related to physical activity, nutrition and weight status in NSW children and adults completed
- P2.7 At least 25 policy-relevant deliverables [including reports and formal expert advice or briefs] and at least 10 evidence syntheses [reviews, literature updates or discussion papers], provided by [in agreement with MoH]
- P2.8 Secondary analyses undertaken of NSW and national population health data undertaken to support population health programs and policies; and results widely disseminated
- P2.9 Annual updates on physical activity, nutrition and weight status developed using data from the NSW Population Health Survey, and [as appropriate] other state and national surveys

GOAL 3 INTEGRATED APPROACHES TO PREVENTION THROUGH PARTNERSHIP

Increase integrated approaches to applied prevention science, through a partnership approach involving researchers, policymakers and practitioners

Strategic Objectives

- SO3.1 Reach out to agencies and organisational partners to form new collaborations designed to enhance research and evaluation in the transport, local government, non-government and private sectors as well as in the public health sector
- SO3.2 Work closely with the Australian Prevention Partnership Centre [TAPPC] and others to support new collaborations and methods for researchers & policy and program practitioners to work together
- SO3.3 Implement an annual PRC partnership activity and events cycle designed to (a) facilitate researcher-policymaker-practitioner relationships, and (b) assist the translation of evidence into policy and practice; as a first priority, the activity cycle should focus on the NSW Ministry of Health, Local Health Districts and agreed key stakeholders
- SO3.4 Provide inter-disciplinary leadership across the Charles Perkin Centre [CPC] on the research theme of 'Physical activity, exercise and energy expenditure'

Key Performance Indicators

- P3.1 Number of new collaborations established with key stakeholder organisations to enhance research and evaluation, by sector [including health, education, transport, local government, non-government & private sectors]
- P3.2 Involvement of personnel from key stakeholder organisations as partners and co-authors on reports and publications on significant monitoring and evaluation projects
- P3.3 Extent of collaborative activity undertaken with TAPPC
- P3.4 Number of research translation workshops and knowledge and policy exchange forums convened, including NSW Health participants [LHD, Ministry, Pillar, other NSW Population Health Network [minimum of 3 forums by 2016]
- P3.5 Number of participants in research translation workshops and knowledge and policy exchange forums, including NSW Health participants [LHD, Ministry, Pillar, other NSW Population Health Network]
- P3.6 Number of collaborative local projects relevant to physical activity, nutrition and obesity prevention with NSW Local Health Districts and / or non-government organisations completed by 2018 [minimum 5]
- P3.7 Numbers of researchers participating, scientific disciplines engaged, grants secured, projects undertaken, reports and peer reviewed papers published through the CPC 'Physical activity, exercise and energy expenditure' research theme

GOAL 4 WORKFORCE DEVELOPMENT

Implement research-focussed workforce development activities to enhance the planning, implementation and evaluation of policy and practice in the prevention and control of non-communicable diseases [NCDs]

Strategic Objectives

- SO4.1 Develop a set of research-focussed workforce development activities designed to build skills of (a) researchers & (b) others involved in policy, program implementation and service delivery, particularly within the State of NSW
- SO4.2 Implement a “learning organisation” approach across the PRC, conducive to the development of highly skilled researchers and supportive of research career development that is oriented to solving complex social problems that inhibit the development of a healthy society
- SO4.3 Ensure (i) PRC placements, (ii) reverse secondments of research staff and health workers, especially in NSW, and (iii) contributions to formal training and education programs, including, but not limited to, the NSW Public Health Officer Training Program^g and the NSW Biostatistical Officer Training Program^h

Key Performance Indicators

- P4.1 Research-focussed annual workforce development plan implemented [focus of the plan is on researchers, workforce involved in policy, program and services delivery, particularly in NSW]; updated annually to 2018
- P4.2 Number and title of conferences and courses attended by PRC staff
- P4.3 Number of appropriate international guests sourced and number and title of presentations undertaken with relevance to workforce development activities
- P4.4 Number of (i) PRC-based placements and (ii) reverse secondments of research staff and health workers completed annually and cumulatively to 2018 [at least 1 annually]
- P4.5 Number of Public Health Officer or Biostatistics trainee supported annually to 2018 [at least 1 annually]

^g <http://www.health.nsw.gov.au/training/phot/pages/default.aspx>

^h <http://www.health.nsw.gov.au/training/botp/pages/default.aspx>

GOAL 5 STAKEHOLDER ENGAGEMENT

Apply marketing and communication strategies to engage key audiences, strengthen our reputation as a sound research organisation to invest in, increase our recognition as a quality provider of research and as an advocate for evidence-informed prevention policy and practice

Strategic Objectives

- SO5.1 Develop a PRC marketing, communication and advocacy plan, driven by an up-to-date stakeholder analysis, specifying priority target audience segmentation and incorporating tailored communication approaches
- SO5.2 Devise a schedule of specific activities to attract additional research funds from new donors, sponsors and grant-awarding institutions
- SO5.3 Strengthen PRC organisational capacity to deliver media and policy advocacy, taking account of, but not limited to (i) PRC staff training and development, (ii) PRC publications & (iii) significant advocacy opportunities afforded by PANO research findings

Key Performance Indicators

- P5.1 PRC Marketing, Communication and Advocacy Plan [MCAP] developed and corresponding activity implemented; updated annually to 2018
- P5.2 Publication plan developed, consistent with MCAP, updated annually to 2018
- P5.3 Web and social media plan developed, consistent with MCAP, updated quarterly to 2018

GOAL 6 GOVERNANCE

Develop governance and management processes to strengthen organisational resilience and responsiveness to change in the political, economic, social and technological operating environment

Strategic Objectives

- SO6.1 Establish a Strategic Advisory Boardⁱ [SAB] with appropriate membership to advise the PRC on research and research capacity building policy and practice and on the improvement of research performance
- SO6.2 Conduct ongoing analysis of the political, economic, social and technological [PEST] environment that is likely to affect PRC activity and formulate recommended remediation and planning adjustments to protect the mission, goals and objectives of this strategic plan
- SO6.3 Review PRC performance against the Key Performance Indicators for Strategic Directions 2014-2019
- SO6.4 Periodically review the goals and objectives of this Strategic Plan, revising as appropriate to ensure relevance to the overall mission, and to take account, as appropriate, of remediation and planning adjustments recommended by Strategic Advisory Board members

Key Performance Indicators

- P6.1 SAB convened regularly [at least three times per annum]
- P6.2 Analysis of Political, Economic, Social and Technological [PEST] operating environment developed and considered periodically by SAB
- P6.3 Progress reports duly submitted by the PRC to funders in accordance with contractually agreed reporting schedules
- P6.4 PRC Annual Reports produced with clear delineation for accountability to funding organisations
- P6.5 Performance Reporting against Key Performance Indicators for Strategic Directions 2014-2019 considered annually by the SAB
- P6.6 Need for a review of Strategic Directions 2014-2019 goals and objectives considered by SAB [no later than end 2016]

ⁱ Strategic Advisory Board to include representation from the Ministry of Health, LHDs and other key stakeholders

MONITORING PERFORMANCE – THE IMPLEMENTATION SCORECARD

Compendium of Key Performance Indicators in this Strategic Plan

- P1.1 Research work plan developed annually covering major programs [specifically demarcated for the Physical Activity, Nutrition and Obesity Research Group [PANORG]] to meet stakeholder needs
- P1.2 SPANS conducted in 2015, data analysed and reports produced to meet contractual requirements of MoH
- P1.3 Number of peer-reviewed publications of research findings published and disseminated each year [minimum of 30 publications]
- P1.4 Number of Postdoctoral fellows employed, PhD Scholars recruited and scholarships provided & PhD completions
- P1.5 Degree of balance achieved across six stipulated domains in PRC research outputs
- P2.1 Evaluation framework for the NSW Healthy Eating and Active Living [HEAL] Strategy [2013-2018] developed, including the collation of dashboard indicators
- P2.2 Monitoring of key indicators of physical activity, nutrition and weight status undertaken with respect to the NSW HEAL Strategy [in agreement with MoH]
- P2.3 At least 5 significant evaluation projects completed by 2018 with respect to the NSW HEAL Strategy [in agreement with MoH]
- P2.4 Number of projects undertaken, reports produced, and peer-reviewed papers published through the established PRC Social Marketing and Mass Media Campaign Research Cluster
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- P2.8 Secondary analyses undertaken of NSW and national population health data undertaken to support population health programs and policies; and results widely disseminated
- P2.9 Annual updates on physical activity, nutrition and weight status developed using data from the NSW Population Health Survey, and [as appropriate] other state and national surveys
- P3.1 Number of new collaborations established with key stakeholder organisations to enhance research and evaluation, by sector [including health, education, transport, local government, non-government & private sectors]
- P3.2 Involvement of personnel from key stakeholder organisations as partners and co-authors on reports and publications on significant monitoring and evaluation projects
- P3.3 Extent of collaborative activity undertaken with TAPPC

- P3.4 Number of research translation workshops and knowledge and policy exchange forums convened, including NSW Health participants [LHD, Ministry, Pillar, other NSW Population Health Network [minimum of 3 forums by 2016]
- P3.5 Number of participants in research translation workshops and knowledge and policy exchange forums, including NSW Health participants [LHD, Ministry, Pillar, other NSW Population Health Network]
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- P3.7 Numbers of researchers participating, scientific disciplines engaged, grants secured, projects undertaken, reports and peer reviewed papers published through the CPC 'Physical activity, exercise and energy expenditure' research theme
- P4.1 Research-focussed annual workforce development plan implemented [focus of the plan is on researchers, workforce involved in policy, program and services delivery, particularly in NSW]; updated annually to 2018
- P4.2 Number and title of conferences and courses attended by PRC staff
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- P4.4 Number of (i) PRC-based placements and (ii) reverse secondments of research staff and health workers completed annually and cumulatively to 2018 [at least 1 annually]
- P4.5 Number of Public Health Officer or Biostatistics trainee supported annually to 2018 [at least 1 annually]
- P5.1 PRC Marketing, Communication and Advocacy Plan [MCAP] developed and corresponding activity implemented; updated annually to 2018
- P5.2 Publication plan developed, consistent with MCAP, updated annually to 2018
- P5.3 Web and social media plan developed, consistent with MCAP, updated quarterly to 2018
- P6.1 SAB convened regularly [at least three times per annum]
- P6.2 Analysis of Political, Economic, Social and Technological [PEST] operating environment developed and considered periodically by SAB
- P6.3 Progress reports duly submitted by the PRC to funders in accordance with contractually agreed reporting schedules
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