

Landcare Research Action Plan - 1 year view

Updated: 29th June 2014

Action	By	Status	Deliverable
Statement of Core Purpose			
1. Statement of weighting of emphasis in Landcare Research SCP for period 2014-17 agreed with MBIE	Q1		Landcare Research SLT/Board review (July), discussion with Outcome Advisory panel (July) and MBIE (date tbc) to agree the weighting of emphasis within the SCP during 2014-17.
2. Landcare Research develop plans by sector (3 identified) and National Science Challenge/Hub for increasing value added to science users and other stakeholders through adoption of our S&R	Milestones per Quarter		Overview of new opportunities agreed with Landcare Research Board 30 th Sep 14; new services/value-add plan for 3 sectors/NSC/Hub by 31 st Dec; new relationship management in place 30 th March 15; targeted revenue uplift for 2014-15 achieved by June 30 th 15.
3. Articulation of new focus, value added and new business approach for internal and external stakeholders including role in National Science Challenges supporting our key clients.	Milestones per Quarter		Stakeholder workshops and briefings monthly during Q1 (Natural Resources Sector); Q2 sustainable businesses; Q3 (Māori sector). Internal roadshows July/Aug 14, Jan/Feb 15.
High performance culture			
1. Define, plan and implement plan for Board and SLT internally	Q1		Facilitated workshop Board/SLT
2. Plan and implement for rest of organisation including our role in leadership and execution of National Science Challenges and Lincoln Hub	Q2		Facilitated workshop Tier 1/2/3
3. Externally-focused strategy	Q1		Strategy 2017 completed with strong external focus and urgency, communicated to staff and stakeholders by 31 st Aug
Revenue			
1. Sector analysis and targets for Landcare Research revenue 2014-17 (as SCP-2 above)	Milestones per Quarter		Overview of new opportunities agreed with Landcare Research Board 30 th Sep 14; new services/value-add plan for 3 sectors/NSC/Hub by 31 st Dec; new relationship management in place 30 th March 15; targeted revenue uplift for 2014-15 achieved by June 30 th 15.

Action	By	Status	Deliverable
2. Additional targets – new thinking – for financial contribution for which the SLT are collectively accountable	Q4		SLT individual and team accountability for \$1m new revenue from non-BAU sources contracted by 30 th June 2015
Commercialisation of IP			
1. Review recent performance against commercialisation strategy set in 2013	Q1		Board/SLT review commercialisation strategy and pipeline by 31 st July
2. Define and as appropriate formalise relationships with support organisations – KiwiNet, UniServices, Bio-Commerce Centre, Callaghan Innovation – and private sector businesses/investors	Q2		Gap analysis of current relationships with needs of revised commercialisations strategy, agreed with Board by 31 st Aug
Māori business			
1. Review performance against Dec 2012 strategy and update strategy based on sector analysis in Strategy 2017	Q1		SLT/Board review including specific targets for Māori business for 2014-17 by 30 th Sept
2. Assess and prioritise novel opportunities to bring Landcare Research's Māori capability to the benefit of non-Māori users including the National Science Challenges	Q3		SLT/Board assessment of non-Māori user needs and target for Landcare Research contribution by 31 st March
Business planning			
1. Integrate the above actions in the Strategy 2017 action plan with clear accountabilities and performance metrics (SMART framework) and report through a dashboard to Board and MBIE quarterly.	ongoing		Monthly Board review of progress against Strategy 2017 from July 2014 and quarterly reporting to MBIE.