

AgResearch

4 Year Rolling Review Action Plan

<i>Topic area</i>	<i>Action</i>	<i>Due date</i>
1. Opportunities for Board skill-building and succession planning	1.1 The Board will carry out a competency assessment to ensure it continues to have the necessary skill mix going forward.	Nov 16
	1.2 Board members will undertake specific project governance training to help us govern Future Footprint most effectively.	Feb 17
	1.3 Board members will undertake development opportunities to help with succession planning, guided by the competency assessment.	Jun 17
	1.4 AgResearch will report these activities to the Shareholder to support Board transition planning.	Jun 17
2. Strengthen internal reporting and improving methods to monitor progress on initiatives	The Board will require management to:	
	2.1 Put in place an integrated multi-year planning and progress monitoring framework that enables regular milestone reporting against strategic focus areas and the key science targets that are listed in the SCI each year.	Mar 17
	2.2 Increase use of dashboards in reporting and seek a format that is standardised, insofar as that is possible, to make reading easy and quick	Mar 17
	2.3 Make use of dashboards to report progress on all Roadmaps.	Mar 17
	2.4 Improve the financial and output focus of internal reports (e.g. when progress is reported, indicate the financial implications of that progress with respect to revenue, cost, impact etc.).	Mar 17
3. Improve AgResearch's financial performance	AgResearch will:	
	3.1 Profile and benchmark its fixed and overhead costs, quantify the operational efficiencies to be gained through the Future Footprint initiative and hub plans and put in place strategies to reduce these costs as part of the FY18 budget, using the information gathered.	Mar 17
	3.2 Improve its stakeholder engagement by implementing the recommendations of its Partnerships & Programmes Roadmap, including a strategic alignment plan.	Jun 17
4. Improve Risk Management	AgResearch will:	
	4.1 Review the risk management framework to measure and monitor the extent to which controls are actually mitigating risk now.	Sep 16
	4.2 Include risks in the Risk Register relating to ability to deliver BAU contracts and recruiting key staff in the risk register.	Sep 16
	4.3 Further embed the science risk management process that AgResearch put in place during 2015 and the Board will monitor the number of risk assessments carried out quarterly.	Sep 16
	4.4 Develop a Crisis Management Plan.	Jun 17
	4.5 Develop Business Continuity Plans.	Jun 17
5. Appoint a Level-2 role to drive Māori engagement	5.1 The Board will appoint a Level-2 role to drive AgResearch's Māori engagement.	Sep 16

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6. Improve IT and data management	6.1 The Board will require management to regularly report on data integrity and IT performance.	Oct 16
	6.2 AgResearch will implement its IT plan and deliver the plan's second year milestones.	Jun 17
	6.3 The Board will receive a scoping study report on Research Data Management needs in AgResearch.	Jun 17
7. Improve internal and external communications	7.1 The Board will resource implementation of the Communications and Marketing Roadmap, which will grow our capacity to communicate effectively with stakeholders and staff.	Jun 17
8. Grow staff engagement	The Board will require management to:	
	8.1 Use more effective internal communication to grow staff engagement through improved links between staff and AgResearch's purpose and mission.	Jul 17
	8.2 Lift the capability of AgResearch's managers through Coaching Culture and leadership development programmes.	Jul 17
	The Board will monitor results of these actions through AgResearch's 2017 staff survey.	