

SUMMARY LIST OF ACTIONS

- 1.1 Strengthen board monitoring and oversight of strategy implementation, including:
 - a. Monthly reporting on the achievement of revenue growth and revenue diversification, opportunity pipeline and contracting rate
 - b. Monthly reporting of tangible progress in the seven priority growth initiatives that resulted from the strategy review.
 - 1.2 Increase reporting detail of revenue and revenue growth in Quarterly Reports to the Shareholder, with effect from Q1 2013/14.
 - 1.3 Complete the resource management component of the Plant & Food Research Simplification project by 31 December 2013 as a key enabler for achievement of Business Plan productivity targets (growth in revenue with no overall increase in staffing numbers).
 - 1.4 Implement capital redevelopment projects that deliver planned productivity improvements and that are necessary for continued revenue generating operations. Phase expenditure commitments to mitigate risk, as outlined in the Business Plan.
 - 1.5 Complete an asset strategy review approved by the Plant & Food Research Board by 30 November 2013 which, inter alia, addresses:
 - a. Required locations and facilities, ownership, divestment
 - b. Collaboration opportunities at Mt Albert, Palmerston North and Lincoln sites to share capital and operating costs and increase asset utilisation
 - c. Options to accelerate sales of non-strategic land and other assets.
 - 1.6 Formally report to and discuss at least annually with the Shareholder options for debt and/or dividends to be advanced relative to the commitments in the Business Plan, should financial performance be more favourable or improve earlier than projected in the Business Plan.
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- 2.1 Complete the strategy refresh for Māori, approved by the Plant & Food Research Board by 31 December 2013.
 - 2.2 Hold a workshop on our Māori strategy and activities with MBIE officials and other stakeholders by 31 December 2013.
 - 2.3 Deliver and report on the approved KPIs in 2013/14.
 - 2.4 Enhance the reporting capability of our research investment portfolio database to provide better visibility of all research activities that directly benefit Māori, by 31 March 2014.

3.1 Review Plant & Food Research strategy for food, for Board approval by 31 December 2013, addressing inter alia:

- a. The role for Plant & Food Research to provide leadership for growth of the food and beverage sector
- b. Whole foods and processed foods and beverages
- c. Opportunities in health and nutrition
- d. Participation in New Zealand's food and beverage innovation networks to enhance industry engagement and supply and access relevant capability
- e. Research partnerships and in-house capability
- f. International opportunities in food and beverage research that add to Plant & Food Research's delivery of its Core Purpose (for example by creating commercial opportunities for New Zealand food exporters).

3.2 National Science Challenges

- a. Contribute to NSC process including assisting working groups undertaking development and planning of each challenges (already underway)
- b. Finalise areas for Plant & Food Research involvement once research programmes for the Challenges are finalised
- c. In parallel, review and if necessary update or develop new partnerships that provide the required multi-disciplinary research capabilities for the NSC programmes.

4.1.1 Suggest MBIE consider, if changes to Statements of Core Purpose are envisaged, moving bio-materials from the section of the Statement of Core Purpose which states:

“Plant & Food Research is the lead CRI in the following areas”

To the section which states:

Plant & Food Research will work with other research providers and end-users to contribute to the development of the following areas:

- 4.2.1 Plant & Food Research to continue to contribute to the MBIE work in this area.
- 4.3.1 Plant & Food Research to review its policies for IP management, and for data access and use, including for nationally significant databases and collections, for inclusion in the 2014/15 Statement of Corporate Intent
- 4.4.1 Conduct a valuation as the basis for a statement to be included in Plant & Food Research's 2014 SCI by 31 March 2014
- 4.5.1 Plant & Food Research to continue to contribute to the MBIE work in this area.
- 4.6.1 Review policy for science reviews, for Plant & Food Research Board approval, by 31 December 2013.