

Our Strategy

Tā mātou rautaki

2021-
2025



Message from the Chair

This strategy sets out the plan of action adopted by AgResearch in 2021 to achieve our long-term aim of 'leading agri-based science innovation'.

We at AgResearch are on track to be an exemplary Crown Research Institute. We are striving to be a sustainable, profitable business. Through ensuring the effectiveness and efficiency of our work, we aim to continually reinvest in the best science to meet the needs of our sector.

In the coming five years, AgResearch will be focusing our activities on:

- Science excellence: driving agri-science to meet the changing needs of the sector and consumers
- Partnerships: forming the best teams and co-designing with Māori, industry, farmers, government, other CRIs and science organisations to deliver the most impactful outcomes
- Mātauranga Māori: building our capacity and capability to deliver to Māori agri-business and to enrich our science in a uniquely Aotearoa-based way
- Smart investments: investing wisely in our people and our science to deliver the right science to meet New Zealand's needs.

The strategy outlines a number of challenges facing our sector in this fast-changing world. It describes who we are and how we deliver our science and looks to our future-focus areas. Finally, it outlines how we will know we are succeeding in this mission.



Dr Paul Reynolds
Chair

Our strategy on a page



Our pastoral farming sector is facing unprecedented challenges.

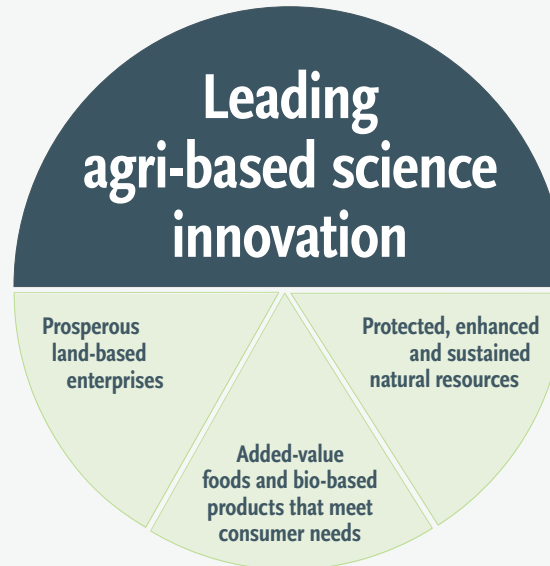
Farming practices must both mitigate and adapt to climate change, while also changing to improve water quality, to meet consumer and regulatory demands and to deal with emerging biosecurity and disease risks.

Now, more than ever, excellent world-class science is needed to provide farmers and industry with evidence and tools to make sound and innovative decisions across the agri-food value chain.

That is our mission.



Our purpose is to use science to enhance the value, productivity and profitability of New Zealand's pastoral, agri-food and agri-technology sector value chains to contribute to economic growth and beneficial environmental and social outcomes for New Zealand.



Our Science

DIGITAL AGRICULTURE

Improving productivity, quality, security and safety of agricultural systems through digital technologies and advanced data analytics.

RESILIENT AGRICULTURE

Empowering sectors and communities to respond and adapt to changes in the environment, regulations and economic conditions.

ETHICAL AGRICULTURE

Ensuring our agricultural systems align with societal, customer and consumer values and our sector processes are robust and defensible.

SMART FOODS

Understanding and designing high-value protein-based foods and ingredients whose intrinsic properties bring demonstrated functional and health benefits for consumers.

CONSUMER INTERFACE

Fusing consumer insights with our science and innovation to optimise the design, development, value and uptake of novel agri-food products, technologies, processes and solutions.

BEYOND FOOD

Developing value-added bio-based products from pastoral agriculture bioresources, maximising the utilisation of resources and delivering verified attributes to the consumer.

Our Focus 2020 – 2025

SCIENCE EXCELLENCE



Driving the agri-science agenda for Aotearoa and tailoring our science to meet the changing needs of the sector and its consumers.

PARTNERSHIPS



Forming the right teams to create the most impactful outcomes. Actively co-designing with Māori, industry, farmers, government, innovation and research organisations.

MĀTAURANGA MĀORI



Building our understanding between science and Māori knowledge systems to deliver to Māori and enrich our science in a uniquely Aotearoa based way.

SMART INVESTMENT



Creating value for Aotearoa and our sector by investing wisely in our people and our science. As a profitable company, commercial returns from our work will be reinvested back into innovative science that enhances our ability to deliver on our core purpose.

Kua putahia mai ētahi whakataratara tūhāhā e whakapā atu ana i tō mātou rāngai ahuhenua.

Me whakamaru, me urutau hoki ngā whakaritenga ahuhenua ki te panonitanga o te āhuarangi, e whakarerekē haere hoki ana kia whakapai ake i te kounga wai hei whakatutuki i ngā tono kaihokohoko, i ngā tono whakaritenga, hei whāwhā i ngā tūraru haumaruru koirā, i ngā tahumaero hoki.

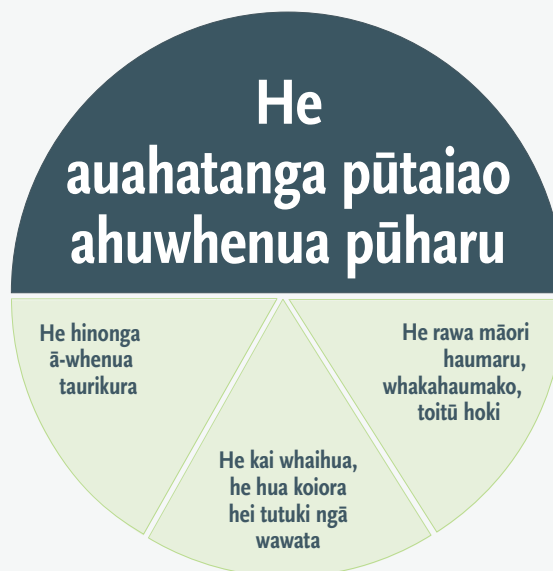
Ināianei, he pūtaiao hiranga e matea ana hei whakarato i ngā taunakitanga, i ngā taputapu ki ngā kaipāmu, ki te ahumahi hoki hei whakatau whaitake, auaha hoki kei te ara whai hua ahuhenua-kai.

Ko te wawata, kia piki te huamoni, hei whakangao i te pūtaiao

Koia rā tō mātou whakatakanga.



Ko tā mātou aronga, ka whakamahi pūtaiao hei whakarākei i te whai hua, i te tōnui, i te huamonitanga o te ngā ara whai hua o te rāngai ahuhenua, kai mai, hangarau mai kia whakarato atu ki te whakatipuranga ōhanga, ki ngā whakaputanga ā-taiao, ā-hapori hoki mō Aotearoa.



Tā mātou pūtaiao

AHUWHENUA MATIHIKO

E whakapai ana i te tōnui, i te kounga, i te ranea o ngā pūnaha ahuhenua mā ngā hangarau matahiko me ngā tātaritanga raraunga.

AHUWHENUA MANAWAROA

E whakamana i ngā rāngai, i ngā hapori hoki ki te whakahoki, ki te urutau ki ngā rerekētanga i te taiao, i ngā whakaritenga, i ngā āhua ōhanga hoki.

AHUWHENUA MATATIKA

E tīaroaro pū tonu ana i ā mātou pūnaha ahuhenua ki ō mātua whai hua ā-hapori, ā-kaitango, ā-kiritaki, e pakari hoki ana, e whakawawao hoki ana i ngā whakaritenga rāngai.

HE KAI TAUTIKA

E whakawhanake ana i ngā kai whakauru whai painga, i ngā tukuatuka kai kore, ko aua mea e aro atu ana ki ā kiritaki wawata whānui, o nāianei, ā mua hoki.

TE PŪTAHI KIRITAKI

Ka hono ngā whakaaro o ngā kiritaki me ngā āhuatanga pūtaiao kia whakapai i te ahua, te whakaahu me te hokona o ngā hua, ngā tukanga, me ngā whakataunga.

I TUA ATU I TE KAI

Ka hanga whai hua, ka whakaiti para mā te whakawhanake i ngā hua kore-kai hou i ngā pūnaha ahuhenua, i ngā tukatuka e raro iho ana.

Tō mātou aronga 2020 – 2025

HE HIRANGA PŪTAIAO



E uruhi ana i te take ahuhenua-pūtaiao ki Aotearoa, e whakaumu ana i tā mātou pūtaiao kia tutuki i ngā matea o te rāngai me ngā kiritaki.

NGĀ HONONGA



E whakarite ana i ngā tima pai rawa atu hei whakaputa i ngā hua whakaaweawe. E whakaahuahi ana mātou ko ngāi Māori, ko te ahumahi, ko ngā kaiahuhenua, ko te Kāwanatanga, ko ngā hinonga rangakura hoki.

MĀTAURANGA MĀORI



Ka whakawhanake i tō mātou maramatanga i waenga i te pūnaha pūtaiao me te ao Māori kia whakarato ki ngāi Māori, kia whakahaumako ahurei i tō mātou mahi pūtaiao ki Aotearoa.

HE HAUMI ATAMAI



Ka whakangaotia ki ā mātou kaimahi, ā, i te pūtaiao kia whakamana i a tatou kātoa ō Aotearoa. Ka whakahoki ā mātou huamoni, kia whakangao i ngā mahi pūtaiao kia tutuki pai i ō mātou tino aronga.



Our science in context



Our research commences with a state that considers all potential pathways to an outcome.

*Mā te kimi ka kite. Mā te kite ka mōhio. Mā te mōhio ka mārama.
Seek and discover. Discover and know. Know and become
enlightened.*

New Zealand has the highest degree of economic dependence on the pastoral, agri-food, and agri-technology sectors of all the world's developed economies. AgResearch is New Zealand's leading agricultural science institute for land-based and food systems research.

AgResearch provides a scientific evidence base that assists farmers and relevant sectors to transform agriculture. At AgResearch we are passionate about the agriculture sectors and associated industries. Because of the contribution of the sectors to GDP, there is opportunity for our science to contribute economic, environmental, social and cultural benefit to New Zealand's primary sectors.

While the sectors are already on a path to transformation, the unprecedented challenges of climate change and sustainability, evolving consumer demands and preferences, fast-moving technological advances, and rapid population growth worldwide require excellent science solutions now more than ever.

In a time of exceptional change for the agricultural sectors, the impact of COVID-19 on international markets and supply chains has brought additional and complex challenges.

In New Zealand, the COVID-19 pandemic has served to reinforce the importance of our

primary sector, highlighting that it remains at the heart of our economy and will be at the forefront of our export-led recovery.

The appetite for scientific solutions has increased greatly since the COVID-19 pandemic, which has provided AgResearch with the opportunity to position itself as a solution provider. Similarly, creating resilient food systems and ensuring food security have taken on a renewed importance. We should capitalise on this renewed public interest and trust in science. AgResearch is well placed to make a significant and enduring contribution to the sector's future prosperity through relevant, agile and adaptable science and thought leadership.

AgResearch is well positioned to support the Government's science and innovation priority areas. These areas include transitioning New Zealand's primary industries into higher value products and exports; understanding and mitigating the effects of climate change; maintaining the health of land, water, and living systems; moving to a low-carbon emissions society; reversing the decline in biodiversity; and maintaining biosecurity, including a focus on pests and weeds. The importance of a long-term strategic view of biosecurity needs, particularly with the environmental impacts of climate change, cannot be overstated.

The desire to do things better for Te Taiao (our natural world), our people, communities, and businesses is a common thread running through New Zealand's primary sector and government strategies. All have similar goals about creating a more productive, sustainable

and inclusive economy. The sector aims to be seen as a trusted guardian that is sustainably profitable; captures premium value; and supports vibrant, resilient businesses and communities.

One framing of this is as Te Taiao¹ outcomes of:

- Whenua: Healthy and resilient soils and landscapes
- Wai: Thriving waterways, lakes, wetlands and oceans
- Āhuarangi: Zero carbon production and climate resilience
- Koiora: People and animal wellbeing; nature and taonga species thriving across our productive landscapes.

We echo the aim for New Zealand to be a "global category leader for outstanding, ethically produced natural food, fibres and customised wellness, and provider of innovative services and technologies".²

Doing this together, with integrity, respect, guardianship and ingenuity is another strong theme in AgResearch's strategy-to be led by our vision; driven by businesses, communities, and Maori; and enabled by Government and research.

We are preparing for a future where policy, consumer, technology and market drivers (existing and yet to be imagined) will interact to offer opportunities for transformed agri-food systems. To support New Zealand's primary sector path to transformation, our science must be bold, agile and future focused.

¹ Te Taiao, Primary Sector Council; ² MPI, Fit for a Better World



Our capabilities



We emerge to determine the most ideal pathway to an outcome.

*Whāia te iti kahurangi ki te tūohu koe me he maunga teitei.
Seek the treasure that you value most dearly, if you bow your head,
let it be to a lofty mountain.*

Innovation Centres of Excellence and value propositions

We have organised our capability into six Innovation Centres of Excellence (ICEs) – one for each of the below value propositions.

While the capability of each ICE is aligned to its most relevant value proposition, each value proposition will require input from a broader capability set. ICEs will, therefore, integrate their efforts, drawing on capabilities from across science.



Digital Agriculture

Use of integrated data and innovative digital technologies to help farmers and other sector stakeholders improve production, quality, security and safety. Combining the capacity to analyse data and models with our knowledge of agricultural systems.

We are New Zealand leading in agricultural decision-making tools and ruminant production. We are world class in animal-based food production systems and ruminant genomics and breeding.



Ethical Agriculture

Ensuring New Zealand has agricultural systems that support societal, customer and consumer interests to know and verify that agricultural practices have been undertaken in an ethical and responsible manner. This ICE maintains a social licence to operate for New Zealand.

We are New Zealand leading in land and water in agri-food production systems and pasture ecology. We are world class in animal behaviour and welfare, ruminant health, life cycle analysis and soil science.



Resilient Agriculture

Empowering sectors to manage, respond and adapt to both gradual and sudden changes in circumstances or environment, while enabling them to deliver functions needed by farming families, local communities and the value chain.

We are New Zealand leading in livestock genetic technologies, microbial biopesticides, weed and pest management, and plant-soil microbial interactions. We are world class in border biosecurity, climate change (pasture and livestock systems), endophyte science, forage genomics, phenomics and breeding, plant genetic technologies and ruminant nutrition.



Smart Foods

We provide the science expertise that helps understand and design high-value protein-based foods and ingredients. Taking into account the intrinsic properties of these foods, and the biological systems involved, we demonstrate functional and health benefits that address consumer wellbeing across societies.

We are New Zealand leading in protein and lipid food processing, and food metabolomics. We are world class in gut microbiology, nutrition and health of protein foods, and companion animal nutrition.



Beyond Food

We nurture and develop capability in protein and materials science, engineering and biotechnology. This enables development of value added bio-based products from pastoral agriculture bioresources. These products maximise the utilisation of resources and deliver verified attributes to the consumer, while exemplifying environmental, social and cultural expectations.

We are New Zealand leading in pastoral agriculture co-products and proteomics of bio-based products. We are world class in fibre science, micro-analysis of keratin materials and protein modification chemistry of bio-based products.



Consumer Interface

Fusing consumer insights with our science and innovation to optimise the design, development, value and uptake of novel agri-food products, technologies, processes and solutions.

We are New Zealand leading in adoption and practice change, agri-food innovation, and smarter food systems. We are world class in food safety and integrity of animal production and processing systems.

New Zealand can produce enough food for 40 million people. We can show leadership in the production of premium food and fibre, and design and development of novel agri-food innovations.

What we do

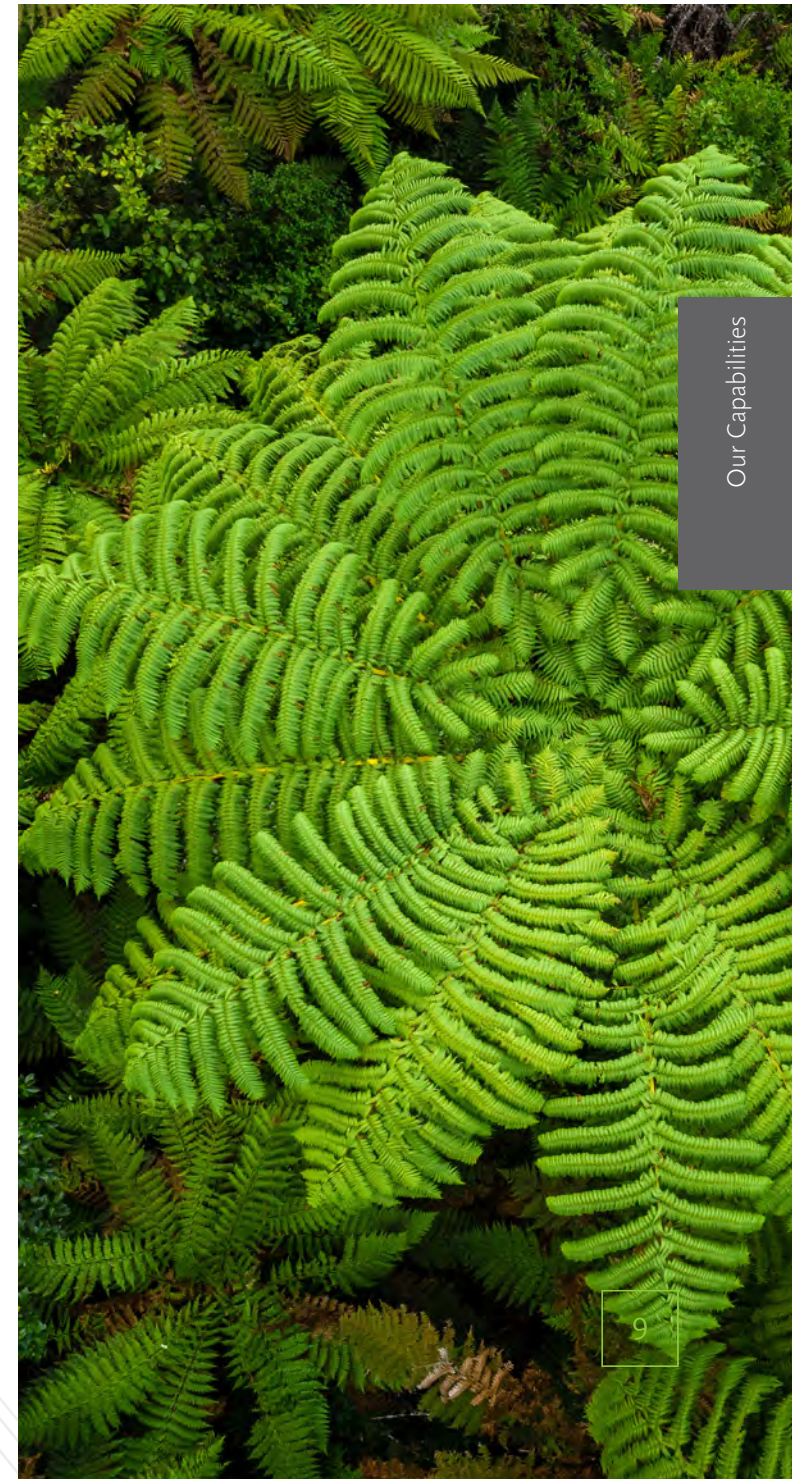
Supporting New Zealand's agricultural endeavours to be the best they can has always been at the heart of what we do at AgResearch.

Defined by our government shareholder over a decade ago and still relevant today, our core purpose is to use science "to enhance the value, productivity and profitability of New Zealand's pastoral, agri-food and agri-technology sector value chains to contribute to economic growth and beneficial environmental and social outcomes for New Zealand".

Te Ara Tika Our way of being

By supporting Te Ao Māori we bring a unique Māori approach to our science and create meaningful impact for Māori by:

- Embracing mātauranga Māori as an equal knowledge system
- Being impact focused and delivering to Māori land, businesses and communities
- Honouring the Treaty relationship our partners have with the Crown
- Co-leading, co-designing and implementing to build the capabilities of our partners and ourselves
- Aligning our values to the values of our partners.



The Science Plan

Our Science Plan is an objective-focused framework. At the level of the individual proposal, it helps prioritise and integrate all science undertaken by AgResearch. It aims to be the cornerstone of our organisation's strategic and operational thinking and activities across the science and science support space.

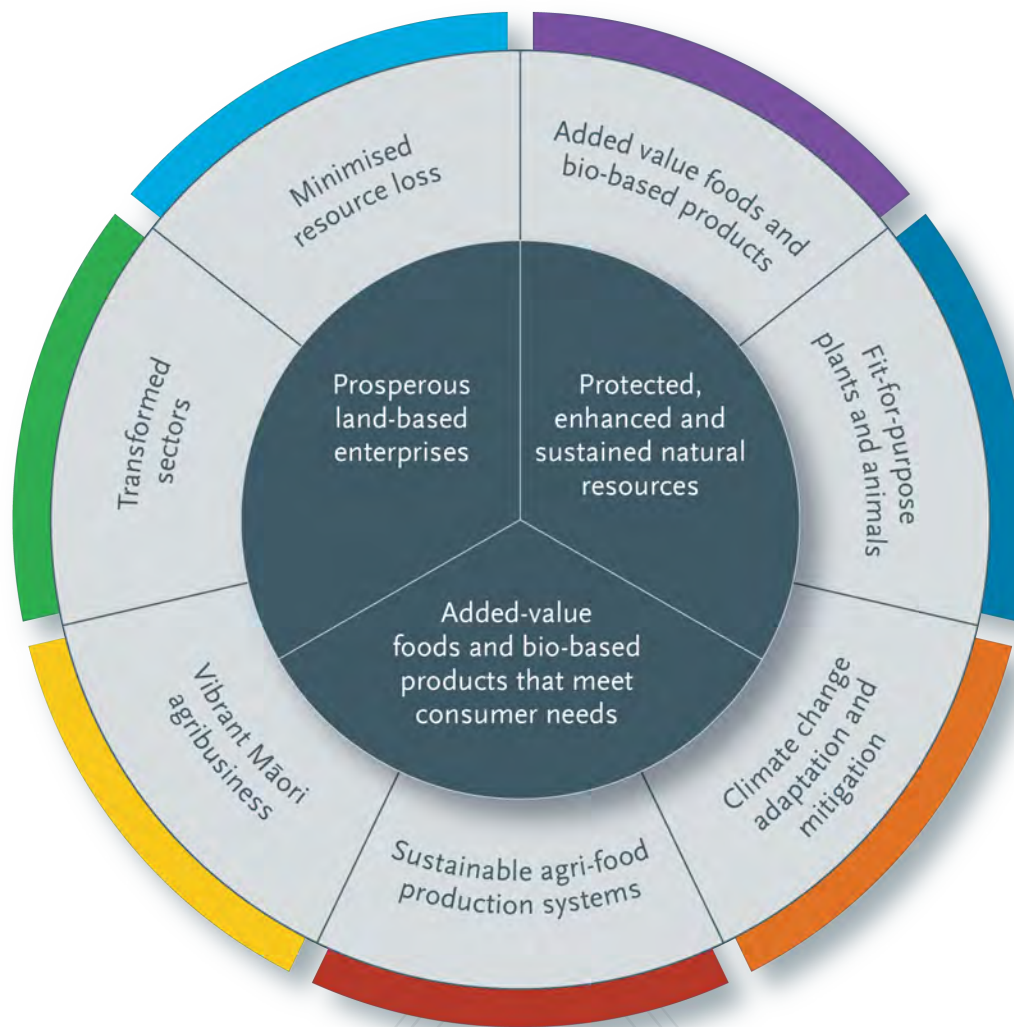
AgResearch's Science Plan was developed with the knowledge that future food production systems will be significantly different from today. It was also created with the knowledge that we must develop new and effective transdisciplinary teams with partners outside our traditional networks.

Our principles

The following principles summarise the strategic goals inherent to the Science Plan:

- To provide knowledge and innovations that help foster and support prosperous land-based enterprises
- To produce research that protects and enhances natural resources in a sustainable fashion
- To contribute scientific understanding to added-value foods and bio-based products to meet evolving consumer demands.

A key element of our strategy is spanning the whole value chain from producer to consumer.



Above: Seven highly interconnected science objectives guide the areas of activity required to deliver the Science Plan.

Our aspirations

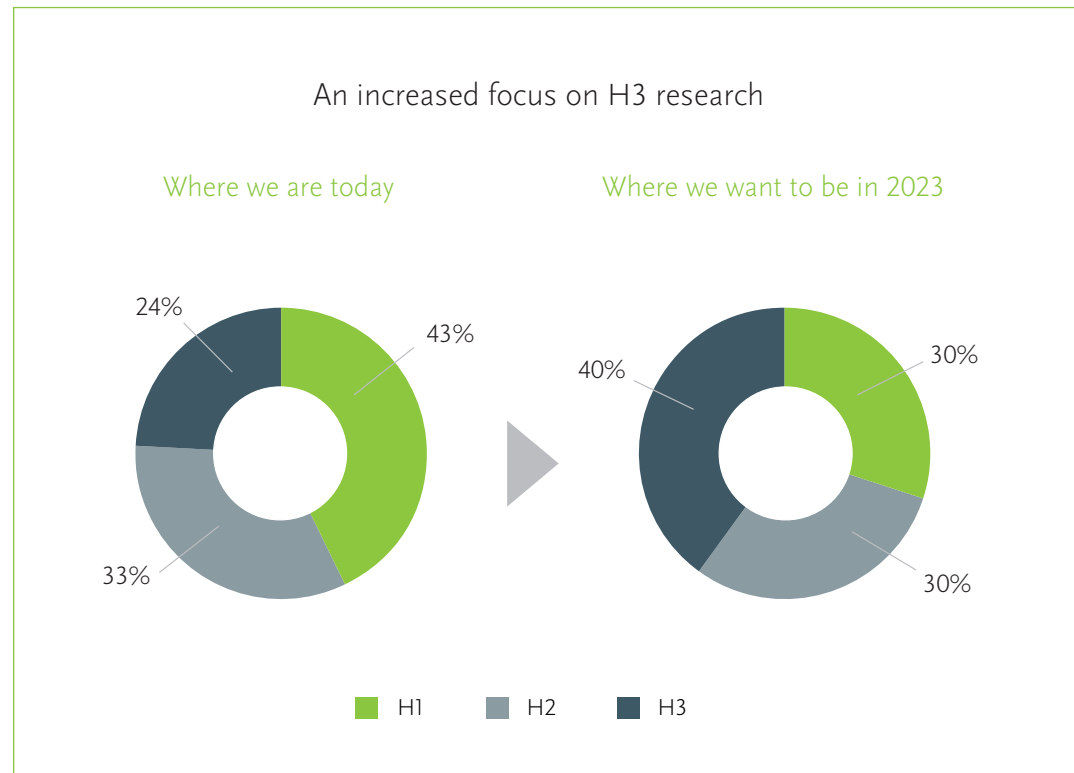
Investment horizons

Investment horizons are categorised as:

- H1: Leveraging proven ideas/value recovery
- H2: Developing emerging ideas/value added
- H3: Generating new ideas/value creation.

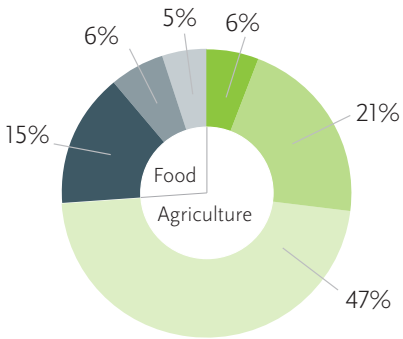
So, we aim for the balance of agriculture to food science to move from 75 percent: 25 percent to 65 percent: 35 percent by 2023. Similarly, we aim for the balance of H3 science to move from 24% to 40%.

New opportunities in food processing will see an increase in the focus on food while also growing the agriculture area.

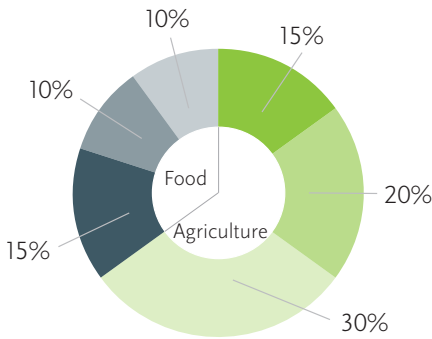


An increased focus on food and fibre science

Where we are today
~75% Agriculture, ~25% Food



Where we want to be in 2023
~65% Agriculture, ~35% Food



- Digital Agriculture
- Ethical Agriculture
- Resilient Agriculture
- Smart Foods
- Beyond Foods
- Consumer Interface

This split is indicative of the intended portfolio—it sets the direction but opportunities may arise and skew these intentions.

Deciding what science to pursue

We aim to be a strategy-led organisation where decisions regarding what science to pursue (and, just as importantly, what science not to pursue) are based on a transparent, robust decision-making process. Such a process involves using a set of decision-making principles and weighted criteria to make the right investment decisions, proactively pursue strategically important areas, and mitigate against ad hoc or reactive choices.

We recognise that not everything can be predetermined through advance strategies, and AgResearch needs to be sufficiently agile to respond to new opportunities as they arise. However, evaluating new opportunities through a set of holistic criteria as suggested overleaf will ensure the full opportunity cost of pursuing them (or not) has been considered.

These criteria sit within the context of the AgResearch Science Plan (2019) and Te Ara

Tika (2020) and build on and complement work already completed in the following areas:

- Te Pae Kahurangi
- MBIE AgResearch science review
- Decision-making framework for the commercialisation of AgResearch's internally funded research
- AgResearch's capability mapping.

1

Principles underpinning all science investment decisions

Underpinning principles are taken into consideration.

2

Organisational level bias for desired future direction

At the organisational level there is a clear bias to the desired direction indicating where AgResearch prioritises its effort in the overall science portfolio.

3

Weighted criteria for implementing agreed bias at project / programme / opportunity level

At the individual project / programme / opportunity level, assessments can be made using the (draft) criteria to enable transparent and holistic decision making regarding implementing the agreed direction.

Underpinning principles

- The Science Plan (2019) and Te Ara Tika (2020) are the key strategic documents that determine the overall science strategy and direction
- The principles of Te Pae Kahurangi (MBIE CRI review), an integrated approach across CRIs and purposeful collaboration, are adhered to
- Decisions are transparent and can be justified against agreed holistic criteria
- Decision making criteria / weightings can and will change over time in response to the external and internal environments. These will be evidence based, with a mix of quantitative and qualitative indicators
- Decision making weightings may change for different funding sources
- Not all individual programmes or projects need to comply with all of the criteria provided the overall portfolio reflects the desired direction
- Due consideration is made of potential unintended consequences
- Science excellence in all we do is a given
- The uptake of science to create impact, whether this occurs in the long or short term, is intentional from the beginning in all we do
- Effective partnerships are essential.

Organisational level

The table to the right will be used to decide on the appropriate bias to be applied to decision making in order to deliver to the desired overall strategic direction. The appropriate weightings to be applied are a matter for discussion and agreement. A process will be put in place to allow this approach to be operationalised.

Relative weighting of science portfolio at organisational level

Delivering to core purpose	↔	Expanding into new areas
Long-term, sustainable revenue allied to core purpose	↔	Short-term revenue opportunities
Delivering to Science Plan as written	↔	Evolving Science Plan through new ideas and opportunities
Delivering to immediate sector needs	↔	Delivering sector transformation
Delivering public good	↔	Delivering commercial outcomes
Retaining core capability	↔	Developing new capability
H1 science	↔	H3 science
Low-risk appetite	↔	High-risk appetite

Leveraging capacity through platforms

AgResearch is seeking smart ways to accelerate the impact of its research and has operationalised three cross-organisational Enabling Platforms:

- Digital Agriculture Platform
- Systems Biology Platform
- Responsible Innovation Platform.

The application of these platforms is expected to lead to faster generation of knowledge with greater insights and impact than could be generated by individual components.

Enabling Platforms incorporate these crucial attributes:

- An appropriately resourced network of people who have multiple, cross-cutting capabilities that enable internal and external collaboration and integration

- Capabilities beyond science, including thought leadership, methodologies/ technologies development, integrative behaviour and oversight
- Active coordination of infrastructure and systems procurement, both within the organisation and with external partners/ stakeholders to support a synergistic community of practice in strategically critical areas
- Readily scalable to be mission led and will be deployed to solve current and future problems outside of the traditional project-level structures of the organisation.

Accelerating impact via integration

At the heart of the Science Plan is a strongly systems-based approach to science project.

Achieving the vision of the Science Plan requires creating genuine and significant integrative programmes of work. These will bring together multiple disciplines and approaches while working across science objectives that contribute to challenge targets. A broad range of projects will be delivered under a single coordinated framework and will attract significant integrated investment from both Government and commercial sources (typically \$5-10 million per year).

Examples of these integrated initiatives are:

- New Zealand Bioeconomy in the Digital Age
- Microbiome from Soil to Plate
- Pastoral Biorefinery.

They will derive from, and be supported directly by, our Enabling Platforms.



Our focus



Through our ideal pathway emerges the realisation of the desired outcome.

*Nā tō rouru, nā taku rourou ka ora ai te iwi.
From your contribution and mine, we will prosper.*



Science Excellence

We will drive the agri-food science agenda for Aotearoa New Zealand and tailor our science portfolio to meet the changing needs of the sector and its consumers.



Partnerships

We form the right teams to create the most impactful outcomes. We actively co-design with Māori, industry, farmers, Government, and innovation and research organisations.



Mātauranga Māori

We build our understanding between science and Māori knowledge systems to deliver to Māori and enrich our science in a uniquely Aotearoa way.



Smart Investments

Creating value for Aotearoa and our sector by investing wisely in our people and our science. As a profitable company, commercial returns from our work will be reinvested back into innovative science that enhances our ability to deliver on our core purpose.

We have identified four areas of focus to create a thriving culture of science vitality and generate meaningful and enduring impact.

They are interlinked, with success in one being tied to success in another, and come from an organisational co-design initiative to nurture and sustain strong science vitality at AgResearch.

We will drive progress in these four areas by:

- Strengthening connections with science vitality and science excellence
- Fostering strong collaboration, including partnerships
- Fully embedding Te Ao Māori within our ways of thinking and working
- Ensuring that we invest appropriately in fit-for-purpose infrastructure, resources and processes.



Science Excellence

We will drive the agri-food science agenda for Aotearoa New Zealand and tailor our science portfolio to meet the changing needs of the sector and its consumers.

Science excellence is vital for any science-based organisation. We have reimagined science excellence in line with our organisational direction. Traditional criteria are excellent scholarly achievement relevant to the topic context; recognised world-class capability; transformative science in terms of risk, novelty, scientific and technical stretch; and generating internationally renowned new knowledge. Underpinning science excellence is a learning environment of creativity, inclusiveness, trust, and connectivity.

Our focus is to be thought leaders based on a sound science position and to set the science agenda rather than being reactive. This requires evidence-based foresight into the future scientific landscape, considering internal capability and partnerships, and environmental, economic and societal impact.



Partnerships

We form the right teams to create the most impactful outcomes. We actively co-design with Māori, industry, farmers, Government, and innovation and research organisations.

Partnering is a key focus for us: AgResearch wants to move away from transactional relationships and toward strategic ones. We aim to define success through more than just a financial lens and instead embrace sustained economic, environmental, social and cultural outcomes.

For both stakeholders and collaborators, we actively identify a common vision building engagement, trust, clarity of expectations and understanding of each partner's key strengths. This creates shared value through adopting principles of co-design and co-innovation, shared risks and responsibilities, and building interdependence.

Our disciplined engagement with existing stakeholders and targeted business development with new stakeholders will

ensure a greater strategic alignment with their priorities and ours. This will result in more formal partnerships and more co-design of research priorities and programmes. We actively support significant pan-government, industry and Māori stakeholder initiatives such as He Waka Eke Noa—bringing science thought leadership, science expertise and connections into the wider science system.

With our research partners in New Zealand we will deepen our relationships by:

- Being under one roof with other research partners (i.e., our Hopkirk and new Te Ohu Rangahau Kai facilities at Massey University) or on campus with our new building at Lincoln University
- Creating more shared initiatives, such as a joint post-graduate school with Lincoln University and the University of Canterbury, Plant and Food Research, and Maanaki Whenua Landcare Research
- Actively lead and participate in new pan-CRI initiatives to bring stronger collective approach to address New Zealand issues.

Being hosts of, as well as collaborators in, Our Land and Water National Science

Challenge and New Zealand Greenhouse Gases Research Centre brings a stronger requirement for us to align relevant activities and help maximise impact for New Zealand from these entities.

We will continue to collaborate in existing initiatives such as Biological Heritage, High Value Nutrition, Science for Technological Innovation National Science Challenges, New Zealand Food Safety Science and Research Centre, Better Border Biosecurity and others.

Internationally we are:

- Building global science collaboration and reputation and refreshing our strategic research relationships
- Supporting, directly and indirectly, New Zealand stakeholders abroad
- Enhancing science diplomacy by working with government agencies, such as New Zealand Trade and Enterprise and the Ministry of Foreign Affairs, to support government trade and policy goals
- Working with international companies to support world-class capability development.

Mātauranga Māori

AgResearch is building understanding between science and Māori knowledge systems to deliver to Māori and enrich our science in a uniquely Aotearoa way.

We embrace mātauranga Māori knowledge systems as equally valued to experimental science and are impact focussed on the challenges in Te Ao Māori with our Māori partners. We co-design, co-develop, and co-lead. In doing so, we build internal capability as well as the capability of our partners and their communities.

We will achieve this by taking an organisational approach through the implementation of Te Ara Tika, our internal plan for growth. Te Ara Tika not only addresses our science capabilities needs but encompasses the supporting corporate environment of AgResearch.

In practice we:

- Explore how science can contribute to the mātauranga Māori responses to challenges facing Māori businesses and communities and, by doing so, transform AgResearch
- Integrate the principles of Te Ao Māori within our organisation across science and supporting services
- Build a pipeline of Māori capability.





Our focus

Smart Investments

Creating value for Aotearoa and our sector by investing wisely in our people and our science. As a profitable company, commercial returns from our work can be reinvested back into innovative science that enhances our ability to deliver on our core purpose.

SCI Net Science Revenue Targets

FY22 \$117m

FY23 \$119m

FY24 \$123m

FY25 \$127m

We aim to create a people-focused environment with vibrant, collaborative campus facilities and research hubs. This means investing in people and processes to support transformation.

AgResearch is committed to leveraging our world-leading scientist capabilities with appropriate and effective infrastructure. This infrastructure will be delivered through careful management and investment in our farm assets; high-quality laboratory and office spaces, co-located across our four campuses; and continued access to advanced, in-house scientific equipment that complements that available from our strategic research partners.

Examples include our new building projects at Massey University (Te Ohu Rangahau Kai; opened 2020) and our Research Centre co-located at Lincoln University (due for completion in 2023). Smart investment in best-practice infrastructure and research capital equipment—defined in our five-year CAPEX plan - will be a critical element of our value proposition to our staff and clients. This will ensure we are able to attract, support, and retain high-quality staff and be an effective partner for national and international collaborations that sustain our culture of innovation excellence.

The Strategic Science Investment Fund (SSIF) investment is an important lever for delivery of the Science Plan for strategic, long-term, underpinning research for our sectors and for helping maintain and build critical research capabilities and capacity for New Zealand. As well as SSIF infrastructure support for the Nationally Significant Collection of the Margot Forde Germplasm Centre, it includes SSIF programme funding for agri-food production and premium agri-foods services.

We are undergoing a transition towards a more firmly strategy-led approach to resource investment in terms of what capabilities we maintain and develop and what science projects we will do and aspire to do.

Our SSIF funding will be focused on:

- Delivering outcomes relevant to the AgResearch Statement of Core Purpose
- Reinforcing the delivery of the AgResearch Science Plan
- Balancing investment across the Science Plan objectives according to our strategic priorities and those of our stakeholders
- Increasing investment in transformational research, including generating new and riskier, high-potential ideas.

We are continuing to shift some of our SSIF investment into new areas of research, such as the Enabling Platforms and Integrative Initiatives(e.g., New ZealandBIDA and Microbiome Soil to Plate).

To achieve our vision for the future, an aligned “One AgResearch” culture will provide the environment to deliver high levels of sustained performance. AgResearch’s desired culture is highly inclusive, collaborative and underpinned by the care that we have for our people’s health, safety, and wellbeing. Our leaders encourage and motivate others to approach their work in a way that meets their individual needs for growth and satisfaction. This shift supports the organisation’s core values that build resilience, drive performance, and empower the organisation to manage critical safety risks effectively. Active investment in leadership development has been identified as a key enabler to embed our desired culture. This will involve looking for ways to broaden options for all staff—both Science and non-Science—at all levels of the organisation to have the ability, capacity and opportunity to take leadership roles in the creation, development and delivery of science outcomes for AgResearch.



Measuring success



We continue to be accountable regardless of the outcome.

*Ehara taku toa i te toa takitahi, engari he toa takitini.
My strength is not as an individual, but as a collective.*

Performance indicators

The following indicators include the set required by MBIE (consistent across all CRIs) and AgResearch's more tailored performance indicators. We have introduced some new indicators to enable us to meaningfully demonstrate progress against our strategic priorities.

These are organised according to our four focus areas - Science Excellence, Partnerships, Mātauranga Māori and Smart Investments.

Science Excellence

Indicator	Definition
* Research collaboration	Percentage of publications with collaborations with: a) only AgResearch authors b) with other New Zealand authors c) with international authors d) with a combination of New Zealand and international authors
* Science quality	Impact of scientific publications (mean citation score)
Recognised world-class capability	Field-Weighted Citation Index (FWCI) scoring for top 10 publications in each of our defined key capability areas
Strong science vitality	Science Vitality Index (healthy science over and above publication metrics)

*Statements with * are MBIE generic performance indicators.*

Partnerships

Indicator	Definition
* Genuine partnerships with strategic alignment	End-user collaboration: Revenue per FTE from commercial sources
	Contribution to stakeholder strategy “Good” or “Better”
Strengthening and building national and global science collaboration	Actively lead and participate in pan-CRI initiatives to progress the science agenda and to realise greater operational efficiencies
* Uptake of our research to contribute to impact ¹	Technology and Knowledge Transfer: Commercial reports per scientist FTE

Mātauranga Māori

Indicator	Definition
Mātauranga Māori knowledge systems are embraced and valued within our organisation	Best practice framework(s) co-developed with our Māori partners to enable the weaving of AgResearch science and mātauranga Māori together
	Kaupapa Māori-led research programme(s)
Our research and enabling services contribute to Māori-centred and kaupapa Māori solutions	Preference to work rating by our Māori partners
Pipeline of Māori capability and capacity to undertake kaupapa Māori research	Māori graduate programme(s) with other CRIs
	Network of established mātauranga Māori practitioners and internal champions to help implement and embed Te Ara Tika

Statements with * are MBIE generic performance indicators.

Smart Investments

Indicator	Definition
* Financial sustainability	Financial indicator: Revenue per FTE, based on average FTEs over the year
Smart investment in best practice infrastructure and a healthy and safe working environment	Science Capex Plan refreshed annually and used to drive smart capital investment
	New Lincoln science facility contractor appointed and construction underway
	No notifiable injuries and < 2 notifiable events
Recruit and retain highly motivated staff	Engagement Index (maintain a high level of staff motivation)
SSIF is invested to support our strategy	SSIF investment clearly aligned to strategic priorities

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