

ESR Four Year Rolling Review: Action Plan

Ref	Task	Indicative Completion Date
1. Strategic Direction		
1.1	Deliver key initiatives identified in ESR's Strategy Refresh 2014-2018 <ul style="list-style-type: none"> • Key SLT appointments completed • Leadership program finalised and rolled out • Science Strategy <ul style="list-style-type: none"> ➤ Completion of ESR Science Strategy ➤ Commence Science Strategy recommendations 	April 2015 June 2015 June 2015 Ongoing from July 2015
1.2	ESR Strategy 2016-2021 complete. Deliver Strategy 2016-2021	March 2016 Ongoing from July 2016
1.3	Ensuring ESR's financial sustainability through: <ul style="list-style-type: none"> (i) Improving the financial sustainability of the core business. (ii) Reviewing water and food activities. (iii) Completing comprehensive review of overhead costs - and (once review completed in May 2015), as appropriate, implementing the recommendations. (iv) Focused investment plan on key areas of growth (market potential / core competency) in Strategy 2016-21 	December 2015 December 2015 May 2015 March 216

ESR Four Year Rolling Review: Action Plan

Ref	Task	Indicative Completion Date
2. Customer Centricity		
2.1	Increase stakeholder engagement at Board and CE level to further our understanding of the customers' world and demonstrate the value ESR has to all levels of our customers' business.	Ongoing
2.2	Develop and roll out an organisation wide Customer Centricity programme that promotes customer driven interactions and activities.	June 2015
2.3	Extend key customer contracts on sustainable terms.	June 2015
2.4	Engage with Research and Evaluation units within key customers to better understand the impact of ESR's activities.	December 2015
2.5	Increase ESR's engagement with Maori and respond to identified needs through centralised coordination of activities, increased and sustained engagement and a number of pilot projects.	Ongoing
3. Internal Engagement		
3.1	A comprehensive programme of activities and actions that will "move the dial" forward for engagement across the organisation.	June 2015
3.2	Creating a unifying purpose and aligning activities under this purpose through introducing a new business planning framework and capturing input from staff across ESR.	December 2015

ESR Four Year Rolling Review: Action Plan

Ref	Task	Indicative Completion Date
3. Internal Engagement (continued)		
3.3	Develop a regular programme to ensure on-going and improving engagement.	June 2015
3.4	Enhanced internal communications.	On-going
3.5	Starlims Forensic transformation project successfully implemented.	June 2015
4. Delivering Results		
4.1	Achieving STRMix customer targets in North America and Europe.	June 2015
4.2	Commercialising Rapid Point Cloud Viewer through appropriate commercial vehicle.	June 2015
4.3	Increasing the profitability of the Pharmaceuticals Programme	June 2015
4.4	Repositioning Workplace Drug Testing to provide a more competitive product offering and a financially sustainable business.	June 2015