

## Overview

Firstly, thank you to the Change Management Team (CMT) members who did a very good job of reading, evaluating and summarising all the submissions, and providing the Executive Team with a number of recommendations based on them. We would like to acknowledge the huge effort the CMT members put in to deliver their report in the timeframes requested. The CMT report is available on the Future Footprint site on Gateway pages.

We carefully considered the CMT recommendations before making decisions on our post-consultation Future Footprint plans and have provided our responses to each recommendation below. In some areas recommendations have been grouped together because a single response addresses more than one recommendation. You will see that there are some common threads to our responses. Consistent with the Future Footprint proposal, the co-location of teams where this achieves a premium remains a key principle. Ensuring a long term future focus was also a key consideration when reviewing the CMT report. This has meant not only considering the “here and now” but also the future developments we expect to occur, particularly as the Hubs gain momentum.

The CMT’s recommendations also provided some useful implementation considerations. Now that we have our current Future Footprint plans we can start to consider implementation and will take staff submissions received on this into account. It has always been the intention that staff will have the appropriate facilities required to carry out their role at all campuses including access to equipment, machinery, farms etc. We note this here as it is relevant to more than one of the recommendations and several of the submissions.

If, after reading the documents on the Future Footprint webpages, you would like more information on how your own submission was considered you are able to discuss this with your L3 manager in the first instance or respective Executive Team member.

### Whole Proposal Recommendations

#### CMT Recommendation

#### ET Response

**Recommendation 1 (Implementation)** The ET provide additional information on the risks and benefits factored into the Business Case, specifically on:

- a) retention rates of science staff
- b) recruitment and relocation costs
- c) financial benefits of improved building occupancy rates
- d) travel cost savings
- e) the GDP growth

Agree. These suggestions will inform future communications.

**Recommendation 2 (Change to proposal)** Ensure leadership and vitality at regional campuses by locating sufficient a) L3-L4 roles; b) Senior Scientists (R8-9); and c) Multidisciplinary teams and Innovation Brokers.

Agree change to proposal and now reflected in our plans. We have reviewed the number and mix of leadership and senior scientist roles at our Invermay and Ruakura campuses to ensure campus vitality and regional coverage.

#### Closely linked with:

**Recommendation 17 (Change to proposal)** Some senior/principal Land &

## Whole Proposal Recommendations

### CMT Recommendation

### ET Response

Environment science capability to be located at Ruakura and Invermay (see Recommendation 2).

**Recommendation 18 (Implementation)** Appropriate supporting laboratories to be located at Ruakura and Invermay.

Agree with implementation consideration. Our intention is that all staff will have the appropriate facilities required to carry out their role at all campuses.

## Science Recommendations

### CMT Recommendation

### ET Response

**Recommendation 3 (Change to proposal)** Metabolomics and Plant Chemistry capability to be co-located at Grasslands.

We plan to retain the original proposal and co-locate the metabolomics capability (6 roles) from the Plant Phenotyping team at our Lincoln campus. There is greater benefit to be gained from the co-location of the metabolomics capability with other technology platforms built around mass spectrometry.

Looking to future additional benefits, this technology platform will assist in providing bio-markers for selecting future phenotypes of economic importance.

Change to the proposal. We plan to locate the plant chemistry (2 roles) capability from the Plant Phenotyping team at our Grasslands campus. The plant chemistry capability frequently interacts and provides the backbone support for the Plant/Fungal Interactions team located at our Grasslands campus.

**Recommendation 4 (Change to proposal)** Plant Fungal Interactions Chemistry, Immuno-biochemistry and Toxicology capability to be located at Ruakura.

We plan to retain the original proposal and co-locate the toxicology capability (1 role) with the Food Assurance and Meat Quality team at our Grasslands campus, to achieve the greatest premium from co-location.

Change to the proposal. We plan to co-locate the plant fungal interactions chemistry and immuno-biochemistry capabilities (5 roles) at our Grasslands campus with the other plant chemistry capability and the Plant/Fungal Interactions team.

**Recommendation 5 (Change to proposal)** Key roles and facilities required to continue providing Facial Eczema research and the Ramguard\* service to be located at Ruakura.

It is acknowledged that at specific times of the year someone will need to travel to the Waikato region to complete the sample collections for Ramguard.

## **Animal Productivity**

**Recommendation 6 (Change to proposal)** Animal Genomics and Genomnz teams to be co-located at Invermay.

**Condition:** Consideration is given to whether Animal Genomics capability at Ruakura is required to address North Island regional issues, specifically selection for Facial Eczema resistance in sheep and cattle.

**Recommendation 7 (Change to proposal)** The majority of the Reproductive Technologies team to be co-located with other Animal Productivity capability at Invermay.

**Condition:** That confirmation of an alternative satisfactory approach to obtaining sufficient ovaries for reproductive research is able to be developed prior to co-location

**Recommendation 8 (Change to proposal)** Reproductive Technologies capability to be located at Ruakura for work based on critical regional facilities.

**Recommendation 9 (Change to proposal)** The Reproductive & Developmental Biology team to be co-located with other Animal Productivity capability at Invermay.

**Condition:** That confirmation of an alternative satisfactory approach to obtaining sufficient ovaries for reproductive research is able to be developed prior to co-location

**Recommendation 10 (Change to proposal)** Deer research capability to be co-located with other Animal Productivity capability at Invermay.

**Recommendation 11 (No change to proposal)** Animal Welfare science capability to be co-located with Animal Nutrition & Health national capability at Grasslands.

**Recommendation 12 (No change to proposal)** Food Assurance and Meat Quality capability to be co-located at Grasslands.

We agree with the CMT that the co-location of the teams in Animal Productivity and the deer research capability is paramount. Furthermore for all of these teams/capability, co-location with agricultural and farm systems capability in the land-based hub at Lincoln creates the opportunity for an integrated approach (through the value-chain) to on-farm science challenges, providing a greater premium than being co-located at Invermay. This premium outweighs the various counter arguments to either retain the current distribution of staff or move these teams/capabilities to Invermay.

We acknowledge that as we work through implementation of our current plans we will need to ensure staff have access to the appropriate mix of deer, dairy, sheep and beef facilities and farms.

Change to proposal. The animal transgenics capability (5 roles) from the Reproductive Technologies team, who are involved in the national transgenic capability discussion, will remain at our Ruakura campus while we continue to work through the Animal Science Roadmap recommendations. We will also ensure appropriate animal facilities are available.

We plan to retain the original proposal and co-locate the animal-focused deer research capability from Innovative Farm Systems (5 roles) with all the teams in Animal Productivity at Lincoln.

Agree no change to proposal.

Agree no change to proposal.

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| <p><b>Recommendation 13 (Change to proposal)</b> Dairy Foods team to be co-located at Grasslands, with a capability presence at Ruakura to service regional needs.<br/> <b>Condition:</b> Determine what sized regional presence (staffing and infra-structure) is required at Ruakura to optimise synergies from external co-location with collaborators and stakeholders prior to a final decision being made to co-locate Dairy Foods to Grasslands.</p> | <p>We plan to retain the original proposal and co-locate the Dairy Foods team with the majority of our food capabilities at Grasslands. Co-location of these capabilities in the Agri-Food hub (“Food HQ”) creates the greatest opportunity for an integrated approach to adding value to agri-foods and offers a premium over being located at Ruakura.</p> |
| <p><b>Recommendation 14 (No change to proposal)</b> OVERSEER development and science underpinning development capability to be co-located at Lincoln.<br/> <b>Condition:</b> Expert User Group and Technical Advisory Group membership should be represented across all campuses.</p>   | <p>Agree no change to proposal.<br/> Condition: We agree and this will be included in future science considerations.</p>   |
| <p><b>Recommendation 15 (Change to proposal)</b> APSIM modelling capability to be split between Lincoln and Grasslands campuses.</p>  | <p>Agree change to proposal.</p>   |
| <p><b>Recommendation 16 (Implementation)</b> APSIM modelling capability should be ensured for all campuses in the future.</p>   | <p>Agree with implementation consideration. APSIM modelling capability should be ensured for all campuses in the future and this will be included in future science considerations.</p>  |
| <p><b>Recommendation 19 (No change to proposal)</b><br/> Soil Ecology capability to be co-located at Lincoln with the Soil Biology team and external collaborators.</p>   | <p>Agree no change to proposal.</p>  |

## Executive Team Recommendation

| CMT Recommendation  | ET Response                         |
|---|-------------------------------------|
| <p><b>Recommendation 20 (No change to proposal)</b> Executive Team to be co-located at Lincoln.</p> | <p>Agree no change to proposal.</p> |

## Finance and Business Performance Recommendations

| CMT Recommendation   | ET Response  |
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| <p><b>Recommendation 21 (No change to proposal)</b> Financial Operations team to be co-located at Lincoln.</p>   | <p>Agree no change to proposal.</p>  |
| <p><b>Recommendation 22 (Change to proposal)</b> Accounting Services team to be located across all campuses alongside science, based on the number of science clients.</p> | <p>Change to proposal and now reflected in our plans. The Accountant and Accounting Technician roles currently at our Grasslands campus will remain there to continue co-location with science partners.</p> |

## Shared Services Recommendations

### CMT Recommendation

### ET Response

**Recommendation 23 (Change to proposal)** Records Manager role to be located at Lincoln (as per FFP Proposal); Information Administrator role to be located at Grasslands.

Agree change to proposal and now reflected in our plans.

**Recommendation 24 (Change to proposal)** Information Systems User Support roles to be located across campuses proportionate to the number of internal clients.

Agree with recommendation and reflected in our plans. Information Systems User Support roles will be distributed appropriately across campuses based on the number of clients, which remains consistent with the original proposal.

**Recommendation 25 (Change to proposal)** One Information Systems Helpdesk role to be located at Grasslands and Lincoln.

We plan to retain the original proposal. Co-location of the national helpdesk roles predominantly accessed electronically or by phone, is considered to offer a premium.

**Recommendation 26 (Change to proposal)** A senior Information Systems User Support role ("Site Manager") to be located at Grasslands.

We plan to retain the original proposal. Agree there are benefits in identifying a person with 'IT site manager' responsibilities at our Grasslands campus. This responsibility will be established within one of the roles to be located at our Grasslands campus.

**Recommendation 27 (Change to proposal)** Information Systems Solutions capability to be located across campuses proportionate to the number of internal clients.

We plan to retain the original proposal. Co-location of the IS Solution team is considered to offer a greater premium.

**Recommendation 28 (No change to proposal)** Bioinformatics and Statistics roles to be distributed across campuses and aligned to science teams.

Agree no change to proposal and reflected in our plans, i.e. the bioinformatics and statistics roles will be distributed across campuses and aligned to science teams and the mathematics modeller roles are co-located at our Lincoln campus.

**Recommendation 29 (No change to proposal)** Small Animal Colony facility to be relocated at Grasslands and aligned to science teams.

**Condition:** Evaluation based on final location of science teams at Ruakura.

Change to proposal. The Small Animals Colony will remain at Ruakura while we continue to work through the Animal Science Roadmap recommendations as they relate to the Transgenics team.

**Recommendation 30 (No change to proposal)** KBarn and Library Resource Services roles to be located at Ruakura.

Agree no change to proposal.

**Recommendation 31 (No change to proposal)** The Lab Services roles and facility at Ruakura to be disestablished.

Agree no change to proposal.

**Condition:** Outcome of recommendation determined by final makeup of Ruakura

Condition: there is no significant change to the 'final makeup' of the Ruakura campus.

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campus.

**Recommendation 32 (Implementation)** AgResearch Relocation Policy is reviewed and updated.

Agree with implementation consideration. The policy will be reviewed and updated as necessary.

**Recommendation 33 (Implementation)** Banking service package is reviewed.

Agree with implementation consideration. We will work with financial providers to discuss the type of support they can offer to our staff.

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