

9(2)(a)

From: Mike Petersen - Beef + Lamb New Zealand <chairman@beeflambnz.com>
Sent: Monday, 30 September 2013 4:38 p.m.
To: Fraser, Sarah
Subject: Beef + Lamb New Zealand Chairman's Update

Out of scope

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There are a couple of issues I would like to touch on in this note to you today.

AgResearch Future Footprint.

Many of you have been in touch with either me or your directors to talk about the proposed restructuring at AgResearch, and in particular its plan to relocate a number of staff from Ruakura in Hamilton and Invermay in Dunedin to innovation hubs in Palmerston North and Lincoln in Canterbury. **Beef + Lamb New Zealand has been working closely with AgResearch to ensure the needs of our sector are not compromised by these plans.**

Firstly, we absolutely acknowledge the effects of this plan on the staff and people involved in AgResearch. Change is difficult, particularly when it involves potential relocation away from friends and family. However in our discussions with AgResearch we have been reassured that even though there are no relocations planned before 2016, it is working through this as carefully as it can.

Secondly, we do not govern AgResearch, but farmers through Beef + Lamb New Zealand are significant funders in research programmes totalling over \$5.0 million per year with this important research partner. We have long-standing and significant relationships with AgResearch in many areas, and we are pleased to see it is retaining all of its campuses and continuing to meet regional farm systems and environmental needs through the Ruakura and Invermay campuses. **The area of concern for sheep and beef farmers is the genetics work based at Invermay. We have been assured by AgResearch it is working hard to ensure our future needs will be met, and that it will do everything it can to retain the core group of people needed to ensure that the work sheep and beef farmers require can be delivered under the new proposal.**

Finally, as a nation we need to continue to look at how we can make best use of limited resources. As a sector, we need to ensure that we have the best possible research and extension in place to continue the incredible productivity and efficiency gains made by farmers over the past 25 years. The creation of innovation hubs will in my view, kick-start new thinking and ideas as we place groupings of scientists together in central locations. New Zealand is a small country, and scientists will continue to travel the length of the land researching and talking about their work.

However one of the most important parts of the AgResearch proposal is the need to ramp up New Zealand Inc efforts to address the new challenges we face today in areas like the environment and the development of new farm management techniques and technologies. We need this to happen if we are to remain world leaders in the area that is New Zealand's comparative advantage.

I can assure you that we will continue to discuss areas of this plan with AgResearch as it evolves over the next two years to ensure that the needs of sheep and beef farmers can be met.

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Mike.

Mike Petersen |
Zealand

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Opinion editorial from Dr Tim Mackle, Chief Executive, DairyNZ

What's the best way to manage agricultural research resources going forward in Otago and Southland? Dr Tim Mackle, Chief Executive of the industry body DairyNZ, puts the dairy perspective arguing that a regional approach will still be a big part of what AgResearch and the sector will have to focus on going forward.

The future might just look a little different from the past, that's all.

Dairying is growing in the Otago and Southland region - now making up nearly 17 percent of national production. Along with obvious economic benefits comes the inevitable environmental challenges, and focused local science capability is vital to deliver the research needed to address those challenges.

The campus changes proposed by AgResearch last month, in reconfiguring and reinvesting in its facilities and farm infrastructure, are a step towards creating what will be a hub approach going forward. But the spokes of that hub, the regions, will still need to be strong and secure - for the research wheel to work.

What's going to be important is that AgResearch retains its research capability throughout the change process - the dairy sector needs that capability for everyone's benefit.

We're already working closely with AgResearch in Otago and Southland. Together we're involved in Telford Farm Dairy Unit and Training Institute, near Balclutha, through the Pastoral 21 research programme, helping farmers boost profits while reducing their environmental footprint. We'll be continuing to work together in developing greater science activities in the region.

We don't see that diminishing in any way under the new plan.

As AgResearch moves to consolidate more staff at Lincoln and Palmerston North, we don't interpret that as meaning they will take their eye off the regions. It's very important they remain connected with other regions and stay in touch with local issues, testing on-farm. DairyNZ has scientists based in Christchurch who work right across the South Island and with our research farms and farmers.

It's always a balancing act deciding where to put what resources around the country when you are a national organisation trying to work regionally. DairyNZ faces the same issues. We'll be pushing for AgResearch to ensure that senior science expertise is retained at its Invermay and Ruakura campuses so crucial environmental and farm systems research, vital to local economies, continues.

It won't be about quantity – but the right mix of skills that will need to remain to ensure the regional strength and focus of research is sustained. I'm keen to see AgResearch continue to support that regional approach – but complement it with their new hubs.

DairyNZ and AgResearch, along with other key partners, are working together on getting the best use of research and demonstration farms around the country. Co-location and collaboration to attract and retain the best science capacity is the approach we've adopted to make that work. We're getting behind that.

Otago and Southland dairy farmers stand to benefit hugely from the creation of an agriculture innovation hub at Lincoln. We need to consolidate and it will enable DairyNZ to grow our South Island resource. But at the same time – we also need to remember the value of the regions and what resources we need to retain locally to make the wheel (hub and spoke) work well.

We want quicker and easier transfer of knowledge and innovation direct to farmers. To get that we need to ensure we do great science, test it regionally and make sure it is relevant to our farming environments.

We all know that can only come with being close to farmers. You can do that in a variety of ways – and a new balancing act is being proposed by AgResearch. It may not be perfect – but it is still being refined. We think the AgResearch strategy, once improved by staff and community feedback, can show us a way forward.

We should certainly value and praise the past approach and the great legacy of Invermay, but maybe it's time to look to a future where we might have to do things a little differently to deliver value for everyone.

ends

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9(2)(a)

From: McSweeney, Andrew
Sent: Sunday, 13 October 2013 7:29 p.m.
To: Eileen Basher (Eileen.Basher@msi.govt.nz); 9(2)(a)
9(2)(a) @parliament.govt.nz
Subject: RE: Future Footprint meetings/consultations in the South.

Could one of you please ensure Ministers English's office is provided with this too ?

From: McSweeney, Andrew
Sent: Sunday, 13 October 2013 11:41 a.m.
To: Eileen Basher (Eileen.Basher@msi.govt.nz); 9(2)(a) @parliament.govt.nz
Subject: Future Footprint meetings/consultations in the South.

Hi Eileen and 9(2)(a)

Just a few notes to update you both on last week's activities down south.

MPs Visit to Invermay – Tuesday 8th October

We hosted David Clarke, Megan Woods, and Trevor Mallard – they requested to visit and see the Christie Building, and were keen to know more about the CRG (Centre for Reproduction and Genomics) which was/is a joint collaborative initiative between AgR and OU – recently downscaled as both parties agreed it wasn't delivering to expectations. 9(2)(a) has all the background on this

We covered the following points: 9(2)(b)(ii)

- Some FF points in response to questions.....covered the thinking behind co-locating our teams focussed on national science issues, while keeping strong teams to focus on regional issues
- Clarified some incorrect statements that they made
 - That we were transferring 480 people
 - That we were downsizing
 - lots of people were resigning
 - what the CMT was and wasn't – ie a vehicle to review and report on staff feedback
- Lastly they were focussing on the October 31st business case – the economic section and the range of benefits co-location and collaboration may bring to GDP. In particular the use of increased publications/citations as a possible indicator of better outcomes. This seems to be a real focus for them, and was mentioned again in the Mayoral forum. See below.

We concluded with a physical tour of the Christie building.

Mayoral Forum – Thursday 10th October

The key purpose of this meeting was to hear the Dunedin delegation's proposal.

Three members of the AgResearch Board – the Chair – Sam Robinson, Chair of Audit Committee – John Loughlin and Dr Mike Dunbier attended, together with management – Andrew McSweeney Shared Services Director, Dr Warren McNabb – Research Director, and Dr Greg Murison – Partnership and Programme Director.

The session was primarily for the Dunedin group to present their “counter proposal” to the AgResearch group. Their 8 presenters included; The Mayor Dave Cull, Ali Timms – Chair of Environment Southland, Stephen Woodhead, Chair of Otago Regional Council, Otago University Professors 9(2)(a) 9(2)(a) a sheep breeder from Southland and another farmer whose name I can't recall, and lastly Pete Hodgson, who was the “keynote” speaker (my words).

Main areas of concern presented were; (with my brief comments in brackets)

- i. Loss of the virtual genetics hub,
 - ii. Inability to deliver environmental science/solutions (Ali Timms Environment Southland raised this in particular and we pointed out we agreed that this was a growth area - which is why we have maintained majority of land and environment scientists at Invermay and looking to grow the numbers)
 - iii. Implementation risk – ie we may lose key people
 - iv. We didn't listen to our CMT (they misunderstood the role of the CMT – we clarified this)
 - v. We don't understand the true size/extent of the genetics talent in the Otago region
 - vi. Deer were not mentioned.
- Pete Hodgson conceded that the Lincoln and Massey Hubs had some compelling logic to them; but that losing the “genetic hub” from Invermay was a mistake
 - A summary of his key points was:
 - i. We (AgR) could argue that we can relocate the genetics team, “but damage was certain”
 - ii. He conceded that the GRG (Christie bldg.) has not worked;
 - iii. He focussed on the business case - as mentioned above he suggested we relied heavily on increased publishing rates data and conclusion in the FFP case 9(2)(g)(i) 9(2)(g)(i)
 - iv. He wanted us to listen to our CMT team (see above about CMT)

The outcomes from this meeting was: -

- We had arranged and would have further meetings with OU to look more at the relationship wrt genetics in particular - mtg arranged for October 30th
- We were to arrange meetings with ORC and Environment Southland

In terms of air time the genetics hub was by far the issue.

We believe our rationale for the transfer of the capability to Lincoln is strong, however we will review again our position, with the information and discussions we have had to date, and once we have concluded our meeting/s with OU and Abacus Bio.

Lastly for completeness:

The same group who attended the Mayoral forum also met with some older ex AgResearch alumni, who have been involved in the push back on our plans. We had a good constructive discussion, which was all we expected.

Then on Thursday night Sam Robinson, John Loughlin and myself addressed about 30 senior farmers at Winton, where we went through our FF thinking, and why we thought it was so significant for NZ pastoral sector. They listened, asked many questions, and I would summarise that they gained acceptance of what we were trying to accomplish, with some concern about short terms risks...which we are obviously clear on and focussing on.

So.....a long email but thought useful to provide some context of the consultation we have been doing and some of the issues particularly with mayoral forum.

Any questions please let me know.

Regards

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Acting Chief Executive

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9(2)(a)

From: Fraser, Sarah
Sent: Thursday, 5 December 2013 11:27 a.m.
To: 9(2)(a) @parliament.govt.nz
Subject: Southern engagement

Follow Up Flag: Follow up
Flag Status: Flagged

Hi 9(2)(a)

A summary of recent southern and national farmer engagement, fyi:

- 18/11 Warren McNabb (Research Director) and senior AgR staff met with University of Otago to discuss current and potential collaborations
- 19/11 Tom Richardson was keynote speaker at the Farmax farm consultants conference where he spoke on improving the performance of NZ farms and AgResearch's role in this.
- 20/11 Tom Richardson addressed the Federated Farmers national council meeting on the future of agricultural research and used the opportunity to reinforce key FFP messages
- 28/11 Tom Richardson, Greg Murison (Partnership & Programmes Director) and Liz Wedderburn (Agricultural Policy and Maori Agribusiness Portfolio Leader) met with Otago and Southland regional councils to discuss potential collaborations
- 4/12 Greg Murison and Andrew McSweeney (Shared Services Director) speaking on FFP at Beef + Lamb New Zealand Focus on Beef field day, Wendonside, Southland
- 5/12 Greg Murison and Andrew McSweeney speaking on FFP at Beef + Lamb New Zealand South Otago Monitor Farm day, Clinton, Southland

Kind regards

Sarah

Sarah Fraser

National Manager Corporate Communications

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9(2)(a)

From: Richardson, Tom
Sent: Thursday, 12 December 2013 9:53 a.m.
To: 9(2)(a)
Cc: McSweeney, Andrew; Fraser, Sarah; 'eileen.basher@mbie.govt.nz'; 9(2)(a)
Subject: Update from AgResearch on Future Footprint
Follow Up Flag: Follow up
Flag Status: Flagged

Hello 9(2)(a)

You have ask us to provide an update...

In the roughly two and a half months since we completed our staff consultation process we have been discussing the details of our Future Footprint plan (FFP) with stakeholders from across our sectors at many levels and continue to do so.

Several of the on-going discussions will advance in the New Year and they may well lead to changes from the current plan (examples below). In addition, a significant upcoming MBIE investment decision will affect our sheep and beef genetics activities which could flow through to FFP requirements.

While I have a strong sense that these discussions may lead to modifications to our current plan there is nothing yet solid enough to commit to. As discussed when we last met with the Minister, March/April still seems the most likely timeframe to see any change evolving from our current plan.

It is worth noting that there have been no alternate proposals or indications of new investment regarding our Invermay-based genetics work from those associated with the Stand Up Otago campaign. In the absence of these, we are still of the view that co-locating this work with other relevant science groups will deliver better outcomes

Current discussions that touch on FFP:

1. **Otago Regional Council/Environment Southland.** We have met with these Councils at various levels and they strongly support the FFP premise that additional on-farm and environmental science is required for their regions. We have joint work underway to map out exactly what that science plan entails. Moreover, both ORC and ES have committed to working with us to create a "hub" at Invermay for on-farm and environmental work which may include the co-location of their science staff at Invermay.
2. **Otago University** have recently communicated that they may wish to move staff/equipment into the Christie Building at Invermay, and also utilise our animal handling facilities.
3. **DairyNZ/Southland Demonstration Farm.** We are in discussion and considering our involvement in the proposed "Southern Dairy Hub" which would bring a focus to on-farm science in Southland. March/April is a key decision point for this group.

9(2)(b)(ii)

4.

Kind regards
Tom

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From: 9(2)(a) Ian.Thompson@parliament.govt.nz
Sent: Monday, 9 December 2013 8:28 a.m.
To: Richardson, Tom
Cc: McSweeney, Andrew; Fraser, Sarah; 'eileen.basher@mbie.govt.nz'
Subject: Update from AgResearch on Future Footprint

Hi Tom,

The Minister has noted the update provided by Sarah on Thursday. He would like a further update as to what changes (if any) you are planning to make to your proposal and why/why not?

Are we able to get that by Thursday this week?

Many thanks,

9(2)(a)
Office of Hon Steven Joyce | Minister of Science and Innovation
7.2 Beehive, Parliament Buildings, Private Bag 18041, Wellington 6160, New Zealand

9(2)(a)

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9(2)(a)

From: Richardson, Tom
Sent: Tuesday, 11 February 2014 9:17 a.m.
To: Hugh 9(2)(a) Gardyne
Cc: Rob Phillips; S Joyce (MIN); 9(2)(a) Eric Roy; Bill English; Murison, Greg; McSweeney, Andrew; Sam Robinson
Subject: RE: Invitation to Southern Texel Breeders re: Invermay

Follow Up Flag: Follow up
Flag Status: Flagged

Greetings Hugh,

Just a quick update this AM with some good news. It now looks like we will be able to come down to Invercargill or Gore to meet with STB and any other interested farmers on the agreed date of afternoon of 12 March. We are talking with BLNZ today about venues and will update you next day or two. Once we have the venue sorted I will let know and if you could advise approx. numbers AgR will sort out some refreshments.

Regards,
Tom

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From: Hugh 9(2)(a) Gardyne 9(2)(a)
Sent: Monday, 3 February 2014 9:40 p.m.
To: Sam Robinson; Richardson, Tom
Cc: Rob Phillips; S Joyce (MIN); 9(2)(a) Eric Roy; Bill English; Murison, Greg
Subject: Re: Invitation to Southern Texel Breeders re: Invermay

Hello Sam/Tom,

The date suggested, (afternoon) 12 March 2014 is suitable to us.

Anticipated numbers attending could be approx. 30 - 40 people

We will circulate other breeding groups and interested parties now we have a date set.

Thank you

Kind regards

Hugh

----- Original Message -----

From: "Richardson, Tom" <Tom.Richardson@agresearch.co.nz>

To: "Hugh 9(2)(a) Gardyne" 9(2)(a)

Cc: "Rob Phillips" <rob.phillips@es.govt.nz>; "Sam Robinson" 9(2)(a); "S Joyce (MIN)"
<S.Joyce@ministers.govt.nz>; "Eric Roy" 9(2)(a)

<ericroymp@xtra.co.nz>; "Bill English" <bill.english@parliament.govt.nz>; "Murison, Greg"

<Greg.Murison@agresearch.co.nz>

Sent: Friday, January 31, 2014 7:46 AM

Subject: Re: Invitation to Southern Texel Breeders re: Invermay

Hugh,

Apologies for the delay. We have been attempting to combine the date for our trip down to see you with our next round of farmer meetings we are organising through Beef and Lamb NZ. As of yesterday's AgR Exec meeting we decided that wasn't going to be possible, and that we will come see your group separately.

I appreciate that you would like one months notice and that late Feb is not good for you, so I suggest the afternoon of 12 March. On that date our Chairman (and perhaps another board member), myself, and Greg Murison from my Exec Team will be available to discuss our plans for the Invermay campus, and the broader intentions too, with members of the Southern Texel Beeders.

If you would let me know if that date will work and the approximate numbers from STB, then I will organise the venue and some refreshments for attendees.

Regards,
Tom

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> On 30/01/2014, at 8:58 pm, "Hugh 9(2)(a) Gardyne" 9(2)(a) wrote:

>

>

> Dear Sam,

> May I draw your attention to our request for urgency for a meeting (dated Jan.15/14) with your Board
> and Executive. It has, to date, remained unanswered. Refer email string below.

> Whilst we all lead busy lives it shouldn't be beyond our expectations to have confirmation of receipt
> of the email below to Tom Richardson, by Tom Richardson, with some indication of potential meeting
dates.

> Would you please provide encouragement to those responsible for suggesting dates, and a
> commitment that this request for a meeting with AgResearch with your farming clients is important
> to you also.

> Thank you for your attendance to the above.

> Kind regards

> Hugh Gardyne

>

> Chairman, Southern Texel Breeders Assn.
 > Convenor, Proposed AgResearch Meeting - Invermay.
 >
 >
 >
 > ----- Original Message ----- From: "Hugh 9(2)(a) Gardyne" 9(2)(a)
 > To: "Richardson, Tom" <Tom.Richardson@agresearch.co.nz>
 > Cc: "S Joyce (MIN)" <S.Joyce@ministers.govt.nz>; ' 9(2)(a)
 9(2)(a); "Steven Joyce" <steven.joyce@parliament.govt.nz>; "Sam Robinson"
 > Sent: Wednesday, January 15, 2014 9:49 PM
 > Subject: Re: Invitation to Southern Texel Breeders re: Invermay

>> Hello Sam/Tom,
 >> Thank you for your last email.
 >>
 >> Please treat our request for a meeting at Invermay, concerning its future, with urgency.
 >> You have indicated that the first week of February is unsuitable to you, similarly the dates between
 >> 20 - 25 February don't suit at this end.
 >> Otherwise we are reasonably flexible but do need (say) a month lead time for interested parties to be
 >> made aware, to diary the date and to prepare.
 >> We are aware that your team are intending to attend a CPT presentation near Roxburgh so it may be
 >> sensible to co-ordinate with that and run our meeting prior.
 >> I must say this opportunity has raised significant interest amongst farmers anxious to be informed on
 >> what is happening, to attend and participate.
 >>
 >> The website biographies of the Executive lack detail in terms of background and history, and
 >> particularly their achievements. Please re-read the request below.
 >> We are trying to understand whether there is any parallel philosophy concerning ours, and the Board
 >> and management of Ag Research regards what we expect from the Invermay campus.
 >> Whilst we know historically the output and relationship of Invermay with farmers and the sheep industry
 >> there has been a gradual disconnect. The current structure, the perceived inhibition of scientists to speak
 >> directly, the disrupted flow of science hindered by joint-venture "sensitivity" are aspects diminishing the
 >> once proud prominence of Invermay in the south. Hence the request for more thorough profiles of
 >> yourselves
 >> and the Board members.
 >>
 >> Please understand we have requested a board presence at the proposed meeting. To accomodate flights
 >> into Dunedin we propose lunch midday, with a meeting to follow: providing for your presentation, our
 >> own
 >> in response and adequate time for questions after. I anticipate 3 hours should be allocated.
 >> I look forward to your response.
 >> Thank you
 >> Kind regards
 >> HughGardyne

>> Chairman, Southern Texel Breeders Assn.
 >> Convenor; Proposed AgResearch Meeting - Invermay.
 >>
 >>
 >>
 >> ----- Original Message ----- From: "Richardson, Tom" <Tom.Richardson@agresearch.co.nz>

>> To: "Hugh, 9(2)(a) Gardyne" 9(2)(a)
>> Cc: 9(2)(a); "Steven Joyce"
<steven.joyce@parliament.govt.nz>; "Bill English" <bill.english@parliament.govt.nz>; "Sam Robinson" 9(2)(a)

>> Sent: Tuesday, December 24, 2013 9:42 AM
>> Subject: Re: Invitation to Southern Texel Breeders re: Invermay

>>
>>
>>

>> Dear Hugh,

>>

>> Thank you for your email. I will come back to set up a time to meet with you as early as possible in the New Year. AgR is closed from today until 8 January. Your suggested dates during the first week of February are already committed for other activities, but we are organising other Southland/Otago meetings for later in Feb. and I will attempt to combine a session with you at that time.

>>

>> Any correspondence that you send to me, Sam or our corporate address has been, and will be, provided to all members of the AgR Board. Your most recent correspondence was discussed by the full Board and Exec team and my response was on behalf of AgR.

>>

>> Biographies for myself, the AgR Exec team and the Board are available on our website.

>>

>> I will respond to you when I return from leave on 13 January.

>>

>> All the best for the holiday season.

>>

>> Regards,

>>

>> Dr Tom Richardson

>> Chief Executive

>> AgResearch Ltd

>>

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>> E Tom.Richardson@agresearch.co.nz <<mailto:Tom.Richardson@agresearch.co.nz>>

>>

>> On 22/12/2013, at 4:33 pm, "Hugh 9(2)(a) Gardyne" 9(2)(a)

- wrote:

>>

>> 22 December 2013.

>>

>> Dr. Tom Richardson, CEO AgResearch NZ

>>

>> Dear Tom Richardson,

>>

>> Re: Letter received 27 Nov.2013 AgResearch/Invermay.

>>

>> We have had an opportunity to review your response.

>> We look forward to the offer in your letter, to have outlined plans to us, for Invermay Research Facilities and Staff.

>> I suggest a time very early in February (3 - 5 Feb/2014) at Invermay, or such time as soon after as is suitable, with

>> yourself and particularly members of the AgResearch Board. - (6 Feb is Waitangi Day holiday)

>> This venue is appropriate both for air and other transport, is reasonably central for likely participants,

and allows

>> AgResearch to provide lunch. I can arrange venues and details, if necessary, once I know dates and times.

>> We wish to invite members from other stud and sheep breeding groups to attend so this proposed discussion is

>> better understood by as wide a section of affected farmers as possible. I expect 30 - 40 people interested in attending.

>>

>> Meantime I would appreciate if you forwarded a resume or profile of yourself and your background and history for us to get to know you better.

>> Furthermore we require details of Board members and their contact emails so we can, in future, include them in the discussion currently occurring over Invermay's future.

>> I would lastly appreciate you circulating my letter that was not only you, but to AgResearch' Chairman and Board Members, along with your response to me. I have received no response from them so remain unsure if they were copied that communication.

>>

>> Thank you

>> I and our members look forward to you confirming dates and times suited to yourself and the Board.

>>

>> Hugh Gardyne

9(2)(a)

>>

>> Chairman

>> Southern Texel Breeders Assn.

>> RD 5 Gore 9775.

>>

>>

>> <Letter Tom Richardson 27 Nov 2013.pdf>

>> <Letter to Minister, AgResearch board.doc>

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