



Farming, Food and Health. First.  
By AgResearch, we're growing the future. Together.

2 September 2013

Mr Dave Cull  
Mayor of Dunedin  
Civic Centre  
PO Box 5045  
Dunedin 9058

Dear Dave

Thank you very much for your letter of 29<sup>th</sup> August, 2013.

As you are aware AgResearch is currently part way through a significant staff consultation phase. The consultation process, which is seeking feedback from all staff on our initial Future Footprint proposals, does not finish until the 26<sup>th</sup> September 2013. At that point, once we have had time to fully consider our staff feedback, we will communicate a final proposal.

Therefore it is premature to meet earlier to discuss alternative proposals, before we have completed our own process to reach a final proposal (which may include changes to the initial one).

Also, as I am sure you will appreciate, it would be problematic for AgResearch to discuss alternative submissions from external stakeholders, while we are still in a formal consultation process internally with all our staff.

We believe it would be more effective and productive for all concerned to wait for the final proposal details, which would then ensure any submissions you wish to make, or discussions we wish to have, are based on accurate and up-to-date understandings.

It would be beneficial, if I may paraphrase from your letter, for AgResearch to set up an on-going process and dialogue to see how we can work together to look at ways of developing a positive future for both Invermay and wider Otago and Southland regions. I am very willing to arrange an initial meeting for this and an exchange of ideas, once our final proposals are known. I would be keen to hear from you on this.

In the meantime I would re-iterate our offer for the Chief Executive to provide a briefing to you and the Council on the initial proposal, and the process we are following with our staff.

Yours sincerely



Sam Robinson  
Chair

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

9(2)(a)

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**From:** 9(2)(a)  
**Sent:** Friday, 6 September 2013 12:48 p.m.  
**To:** 9(2)(a) @parliament.govt.nz  
**Cc:** Richardson, Tom  
**Subject:** Correspondence with Dunedin City Mayor  
**Attachments:** Paul Orders.pdf; Dave Cull.pdf; Cull.pdf; Orders.pdf; Ltr DCC\_Mayor\_August 2013 FINAL.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear 9(2)(a)

Tom has requested I send copies of the attached letters to you for the Minister (as per their recent phone conversation).

In addition to the formal communications Tom spoke with Mayor Cull on Saturday 24 August and the Mayor agreed that Tom would brief him and his team later the following week (26-30 August). However Mayor Cull has not been back in touch with Tom and subsequently our Chairman, Sam Robinson has had two phone calls with him to reiterate Tom's original offer.

Kind regards

9(2)(a)



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Farming, Food and Health First™  
*Te Ahu Whenua, Te Kai me te Whaiora. Tūāwhiri*

29 April 2013

Mr Paul Orders  
Chief Executive  
Dunedin City Council  
PO Box 5045  
Dunedin 9058

Dear Paul,

I am writing to brief you on the initial details of a significant strategic investment programme that AgResearch is about to commence which has been announced today by the Minister of Science and Innovation, Hon. Steven Joyce.

We will be better aligning our science capability in innovation hubs with other key sector partners. We believe investing resources in agricultural research and innovation hubs across New Zealand will substantially increase collaboration, research outputs, technology transfer and capability growth, which will generate better long term returns for New Zealand's agriculture sector and economy.

The Lincoln Hub, also announced today by Minister Joyce, is a prime example of how these hubs will bring together a range of partners with a focus on specific areas and specialities.

Our shareholding Ministers are supporting AgResearch's plan for a \$100 million investment programme, which represents the largest investment programme of its type in our company's history.

It will better position us to help the pastoral sector to sustainably improve productivity, export performance and deliver greater value to the New Zealand economy.

Please find attached the media release we are issuing today to publicly announce the programme. It starts this year, and will be self-funded, predominantly through the disposal of existing under-utilised assets.

We are proposing to have a focus on farm systems, environmental science and dairying at our Ruakura campus in Hamilton. Much of the beyond-the-farm-gate science is proposed to be at our Grasslands campus in Palmerston North. At Lincoln we are proposing to concentrate many of our on-farm research areas and our Ivermay

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campus, near Dunedin, is proposed to predominantly focus on environmental and farm systems capability.

The programme will see our people having access to modern facilities, being co-located with more of their scientific peers and with key partner agencies and stakeholders. This will result in greater collaboration, enhanced science outcomes and better use of our assets – to make the greatest difference together for New Zealand.

Now that we have the support of the shareholding Ministers, we are able to move to the next stage, with work soon to commence on detailed planning.

I would like to offer you the opportunity of a briefing from myself or my senior executives if this would be helpful to provide any further information and/or answer any questions you may have.

Please don't hesitate to contact me (tom.richardson@agresearch.co.nz or Ph 07 834 6622) if you would like to discuss any of the information outlined above.

Yours sincerely



Tom Richardson  
Chief Executive

Attached: AgResearch media release



## NEWS release

29<sup>th</sup> April 2013 – embargoed till 1.30pm

### AgResearch to invest \$100 million in new science innovation hubs

AgResearch, New Zealand's largest Crown Research Institute, has today announced a major investment programme that is the largest of its kind in New Zealand agricultural science.

Reflecting global trends in science and research, AgResearch is working with a range of research providers and sector interests to create innovation hubs. These will enhance collaboration and better link the sector from academic and research organisations through to sector partners and private companies.

The Lincoln Hub announced today by Minister for Science and Innovation Steven Joyce is a prime example of how these hubs will bring together a range of partners with a focus on specific areas and specialities.

AgResearch is planning to invest \$100 million in facilities and resources over the next four years to boost scientific support for what is New Zealand's largest economic sector and most important industry.

"This represents the largest investment programme focused on agricultural science in AgResearch's history and will better position us to help the pastoral sector sustainably improve productivity, export performance and deliver greater value to the New Zealand economy," says AgResearch Chairman Sam Robinson.

"This will provide our science and support staff, our industry and Government partners, and the sector as a whole, access to scientific support, facilities and innovation that will help us provide safe, premium-value food that meets the world's growing demands."

AgResearch Chief Executive Dr Tom Richardson says the new investment programme comes at an exciting time in the agricultural sector as it collectively seeks to deliver on the potential to grow agri-food and agricultural export earnings to \$60 billion by 2026.

"To achieve that ambition, we will need to stay at the forefront of global advances in agricultural science. We need the right infrastructure and working environment for our staff and to attract the best talent from New Zealand and overseas.

"We are proposing to have a focus on farm systems, environmental science and dairying at our Ruakura campus in Hamilton. Much of the beyond-the-farm-gate science is proposed to be at our Grasslands campus in Palmerston North. At Lincoln we are proposing to concentrate many of our on-farm research areas and our Invermay campus, near Dunedin, is proposed to predominantly focus on environmental and farm systems capability," says Dr Richardson.

He says now that the programme has the support of shareholding Ministers, work will commence with a detailed design and consultation phase.

"Our first priority is working through the programme in detail with our staff. We will also be working with our scientific collaborators and sector partners to progress this investment."

The new investment programme, starting this year, will be funded predominantly through the disposal of existing under-utilised assets, and will not require any new Government investment to be provided.

#### **Ends**

Media contact: Sarah Fraser, National Manager Corporate Communications, AgResearch. Tel: 07 834 6626 / 021 609 703. Email: [sarah.fraser@agresearch.co.nz](mailto:sarah.fraser@agresearch.co.nz)

#### **About AgResearch:**

*AgResearch is New Zealand's largest Crown Research Institute and focuses on supporting the country's pastoral sector through scientific research and innovation.*

*Our purpose is 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 the country. We do this by partnering with the pastoral sector to identify the innovation that is needed and deliver our collective expertise to create value for New Zealand.*



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*Te Ahuwhenua, Te Kaitiaki, Te Waiora, Te Taha*

31<sup>st</sup> July 2013

Mayor Dave Cull  
Dunedin City Council  
PO Box 5045  
Dunedin 9058

Dear Dave

#### AgResearch Investment Programme Update

I am writing to update you on the strategic investment programme that will see AgResearch reinvest \$100 million into our campus facilities and resources. This is further to my letter in late April. As the largest investment programme focused on agricultural science in AgResearch's history, we believe it will generate significant returns across the pastoral sector.

This week marks another milestone, as we begin consultation with our staff on the detail of the programme. The proposal has three key features:

- modernising our science facilities
- co-locating our people
- participating in agriculture innovation hubs with key collaborators and sector partners.

We are proposing to reinvest \$100 million into building new and/or refurbishing existing facilities to meet modern standards at all our campuses.

We are proposing to have two large campuses, one in Palmerston North and one in Lincoln. Our Grasslands and Lincoln campuses will form part of much larger agriculture innovation hubs with key sector partners at these locations. We will focus our Invermay (near Dunedin) and Ruakura (Hamilton) campuses on specific environmental and farm systems regional needs.

We believe that two large AgResearch campuses with a higher number of co-located teams, staff and external organisations will see much more knowledge sharing and collaboration, resulting in more quality science being delivered. Since April's announcement we have been approached by many parties in the sector keen to be a part of the innovation hubs.

Co-locating our staff and with our partners in hubs will also mean we can share infrastructure costs and improve our operational efficiency.

These plans have the full support of government and we will be able to fund the project ourselves, predominantly through the disposal of existing under-utilised assets.



The implications are both exciting and daunting. While no roles will be required to relocate until at least 2016, approximately 280 roles – which include both science and support functions – are proposed to relocate. With natural staff turnover, we expect the number of actual relocations to be closer to 240.

Over the next four weeks we will be consulting with our people to seek their views on the proposals. We expect to make final decisions in September, and I will advise you of these once our staff have heard first.

I know that the high degree of professionalism of our staff means that our commitments to delivering to our customers throughout this project will not waver.

I have attached a copy of our media release for your information, and would appreciate it if you could forward this to your staff who work with us. I would like to offer you the opportunity of a briefing from myself or my senior executives if this would be helpful to provide any further information and/or answer any questions you may have.

Please don't hesitate to contact me ([tom.richardson@agresearch.co.nz](mailto:tom.richardson@agresearch.co.nz) or tel. 07 834 6601) if you would like to discuss any of the information outlined above or in the attached media release.

Yours sincerely,

  
Tom Richardson  
Chief Executive

31<sup>st</sup> July 2013

## AGRESEARCH PLANS ITS FUTURE FOOTPRINT

The country's largest Crown Research Institute, AgResearch, has released further details of its plans to reinvest \$100 million into its campus facilities and resources.

AgResearch Chief Executive Dr Tom Richardson says the proposal is now with staff for consultation and involves a major reconfiguration and reinvestment of AgResearch's campus and farm infrastructure to create a vital agricultural research institute for the next 50 years.

"We will be modernising our science facilities, co-locating our capability wherever possible, and participating in large agriculture innovation hubs, all of which will generate greater returns across the pastoral sector.

"This is a once in a generation opportunity to put AgResearch in the best possible long-term position to do more quality science more effectively and efficiently, and to make a much bigger difference to the agricultural sector's productivity and profitability," he says.

"We are proposing to have two large campuses, one in Grasslands in Palmerston North and one in Lincoln. Our Grasslands and Lincoln campuses will form part of much larger agriculture innovation hubs with key sector partners at those locations. Our science at Grasslands will focus on food, nutrition, animal health and forage. Lincoln will focus on farm systems and land use; as well as sheep, beef and deer productivity, supported by our "-omics platform" (genomics, proteomics, metabolomics and bioinformatics). These locations have the right ingredients to create successful innovation hubs: the presence of agriculture-focussed tertiary institutions, other large research organisations, industry bodies and private sector companies.

"We will focus activities at our Invermay (near Dunedin) and Ruakura (Hamilton) campuses on specific environmental and farm systems regional needs," he says.

Dr Richardson says having two large AgResearch campuses with a higher number of co-located teams and staff will see much more knowledge sharing and internal collaboration resulting in more quality science being delivered.

"We have also had strong support from our partners and stakeholders for our plans, and since the high-level proposal was announced in late April, many other organisations have contacted us to express interest in being involved in the innovation hubs," he says.

Over the next three to four years, about 280 roles - which include both science and support functions - are proposed to relocate to Grasslands and Lincoln as facilities become available. "While 280 roles are proposed to move, we expect this to be about 240 of our staff, given the fact it's not happening for another three to four years, and there will be natural staff turnover in that time."

Dr Richardson says AgResearch's executive team is proposed to be based at Lincoln, along with the bulk of the support staff. "We are proposing to co-locate our executives and our support team. We chose Lincoln over Palmerston North, on the grounds that Canterbury has a much larger population base for retention and recruitment purposes."

The proposed size of each campus is:

- ▣ Grasslands: about 300 roles
- ▣ Lincoln: about 330 roles
- ▣ Invermay: about 30 roles
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"These proposals will add approximately 215 roles to Lincoln, and 45 to Grasslands, with approximately 180 roles proposed to move from Ruakura and 85 roles proposed to move from Invermay. While this has an impact for the local Hamilton and Dunedin economies, the net overall gain for New Zealand will be far greater, through delivering more quality science as a result of co-location and increased collaboration."

Dr Richardson says no roles will be required to relocate before 2016, and staff will be given a minimum of six months' notice before their role is moved. Everyone whose role is required to relocate will have their relocation costs paid for by the company.

"We are not under-estimating the scale of proposed change. This is a significant project and our immediate focus is firstly on working with our staff, and also with our stakeholders to continue to deliver the science and innovation needed to create value for New Zealand's agricultural sector."

The proposal is now with staff for a four week consultation period, with final decisions expected in September.

#### **Ends**

For more information, please contact:  
Sarah Fraser, National Manager Corporate Communications  
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Tel: 07 834 6620 / 021 609 703 [sarah.fraser@agresearch.co.nz](mailto:sarah.fraser@agresearch.co.nz)

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Te Ahuwhenua, Te Kai me te Whai Ora. Tūtohu!

29 April 2013

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I would like to offer you the opportunity of a briefing from myself or my senior executives if this would be helpful to provide any further information and/or answer any questions you may have.

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Yours sincerely



Tom Richardson  
Chief Executive

Attached: AgResearch media release



## NEWS release

29<sup>th</sup> April 2013 – embargoed till 1.30pm

### AgResearch to invest \$100 million in new science innovation hubs

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The Lincoln Hub announced today by Minister for Science and Innovation Steven Joyce is a prime example of how these hubs will bring together a range of partners with a focus on specific areas and specialities.

AgResearch is planning to invest \$100 million in facilities and resources over the next four years to boost scientific support for what is New Zealand's largest economic sector and most important industry.

"This represents the largest investment programme focused on agricultural science in AgResearch's history and will better position us to help the pastoral sector sustainably improve productivity, export performance and deliver greater value to the New Zealand economy," says AgResearch Chairman Sam Robinson.

"This will provide our science and support staff, our industry and Government partners, and the sector as a whole, access to scientific support, facilities and innovation that will help us provide safe, premium-value food that meets the world's growing demands."

AgResearch Chief Executive Dr Tom Richardson says the new investment programme comes at an exciting time in the agricultural sector as it collectively seeks to deliver on the potential to grow agri-food and agricultural export earnings to \$60 billion by 2025.

"To achieve that ambition, we will need to stay at the forefront of global advances in agricultural science. We need the right infrastructure and working environment for our staff and to attract the best talent from New Zealand and overseas.

"We are proposing to have a focus on farm systems, environmental science and dairying at our Ruakura campus in Hamilton. Much of the beyond-the-farm-gate science is proposed to be at our Grasslands campus in Palmerston North. At Lincoln we are proposing to concentrate many of our on-farm research areas and our Invermay campus near Dunedin, is proposed to predominantly focus on environmental and farm systems capability," says Dr Richardson.

He says now that the programme has the support of shareholding Ministers, work will commence with a detailed design and consultation phase.

"Our first priority is working through the programme in detail with our staff. We will also be working with our scientific collaborators and sector partners to progress this investment."

The new investment programme, starting this year, will be funded predominantly through the disposal of existing under-utilised assets, and will not require any new Government investment to be provided.

#### Ends

Media contact: Sarah Fraser, National Manager Corporate Communications, AgResearch. Tel: 07 834 6620 / 021 609 708. Email: [sarah.fraser@agresearch.co.nz](mailto:sarah.fraser@agresearch.co.nz)

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Te Ahu, Whenua, Te Kai me te Whai Ora, Tuatahi

31<sup>st</sup> July 2013

Paul Orders  
Chief Executive  
Dunedin City Council  
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Dear Paul

#### AgResearch Investment Programme Update

I am writing to update you on the strategic investment programme that will see AgResearch reinvest \$100 million into our campus facilities and resources. This is further to my letter in late April. As the largest investment programme focused on agricultural science in AgResearch's history, we believe it will generate significant returns across the pastoral sector.

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We believe that two large AgResearch campuses with a higher number of co-located teams, staff and external organisations will see much more knowledge sharing and collaboration, resulting in more quality science being delivered. Since April's announcement we have been approached by many parties in the sector keen to be a part of the innovation hubs.

Co-locating our staff and with our partners in hubs will also mean we can share infrastructure costs and improve our operational efficiency.

These plans have the full support of government and we will be able to fund the project ourselves, predominantly through the disposal of existing under-utilised assets.



The implications are both exciting and daunting. While no roles will be required to relocate until at least 2016, approximately 280 roles – which include both science and support functions – are proposed to relocate. With natural staff turnover, we expect the number of actual relocations to be closer to 240.

Over the next four weeks we will be consulting with our people to seek their views on the proposals. We expect to make final decisions in September, and I will advise you of these once our staff have heard first.

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**Tom Richardson**  
Chief Executive

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31<sup>st</sup> July 2013

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AgResearch Chief Executive Dr Tom Richardson says the proposal is now with staff for consultation and involves a major reconfiguration and reinvestment of AgResearch's campus and farm infrastructure to create a vital agricultural research institute for the next 50 years.

"We will be modernising our science facilities, co-locating our capability wherever possible, and participating in large agriculture innovation hubs, all of which will generate greater returns across the pastoral sector.

"This is a once in a generation opportunity to put AgResearch in the best possible long-term position to do more quality science more effectively and efficiently, and to make a much bigger difference to the agricultural sector's productivity and profitability," he says.

"We are proposing to have two large campuses, one in Grasslands in Palmerston North and one in Lincoln. Our Grasslands and Lincoln campuses will form part of much larger agriculture innovation hubs with key sector partners at those locations. Our science at Grasslands will focus on food, nutrition, animal health and forage. Lincoln will focus on farm systems and land use; as well as sheep, beef and deer productivity, supported by our "-omics platform" (genomics, proteomics, metabolomics and bioinformatics). These locations have the right ingredients to create successful innovation hubs: the presence of agriculture-focussed tertiary institutions, other large research organisations, industry bodies and private sector companies.

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#### **Ends**

For more information, please contact:  
Sarah Fraser, National Manager Corporate Communications  
AgResearch Limited  
Tel: 07 834 6620 /021 609 703 [sarah.fraser@agresearch.co.nz](mailto:sarah.fraser@agresearch.co.nz)

#### **About AgResearch**

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Farming, Food and Health First™  
Te Ahuwhiri me te Kaitiaki o Whānau Ōrite

2 September 2013

Mr Dave Cull  
Mayor of Dunedin  
Civic Centre  
PO Box 5045  
Dunedin 9058

Dear Dave

Thank you very much for your letter of 29<sup>th</sup> August, 2013.

As you are aware AgResearch is currently part way through a significant staff consultation phase. The consultation process, which is seeking feedback from all staff on our initial Future Footprint proposals, does not finish until the 26th September 2013. At that point, once we have had time to fully consider our staff feedback, we will communicate a final proposal.

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Yours sincerely



Sam Robinson  
Chair

RELEASED UNDER THE  
OFFICIAL INFORMATION ACT

9(2)(a)

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**From:** 9(2)(a)  
**Sent:** Thursday, 12 September 2013 10:38 a.m.  
**To:** 9(2)(a) @parliament.govt.nz  
**Subject:** Letter from Mayor Cull received yesterday  
**Attachments:** Letter to Sam Robinson AgResearch Chair.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Good morning 9(2)(a)

Please find attached for the Minister's information, a letter addressed to AgResearch chairman Sam Robinson, received from Mayor Cull yesterday.

Kind regards

9(2)(a)



Farming, Food and Health First  
In Agriculture, Research and Innovation

AgResearch Corporate Office  
5th Floor Tower Block, Ruakura Research Centre, 10 Bisley Road, Private Bag 3123, Hamilton 3240, New Zealand

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