

Purpose

1. You have requested additional information on AgResearch's plans for Ruakura as part of its Future Footprint project.
2. This briefing describes the make-up of the teams currently at Ruakura. The numbers are based on the 26 September 2013 figures presented to AgResearch staff. There are no proposed changes to roles, only locations. Any changes to research capability would be reviewed through a separate science roadmap process to determine the capability needed to deliver to the research needs of New Zealand's agricultural sector.

Background

3. As at 26 September 2013 there were 244 staff at AgResearch's Ruakura Campus. These are split as 97 non-science staff, 70 scientists and 77 technical staff. The Future Footprint Plan sees this change to 83 staff. These will be split as non-science staff, scientists ^{9(2)(b)(ii)} and technical staff. These numbers do not include staff at the Ruakura abattoir, as it is in the process of being sold.
4. In addition, there is one staff member at University of Auckland, two forage breeding staff based in Kerikeri, Northland and 12 farm staff at the Tokanui Dairy Farm, situated 5kms south of Te Awamutu, meaning a total of 259 staff are associated with the Ruakura Campus. Following Future Footprint there will be a total of 98 staff associated with the Ruakura Campus. The off-site staff are not proposed to relocate in the current Future Footprint plan. The 12 farm staff are categorised as Shared Services.
5. Ruakura campus staff numbers – current and with the Future Footprint plan:

Permanent Head Count	Ruakura and associated staff (includes staff located at Auckland University, Tokanui Farm and in Northland)	
	Current (as at Sept 2013)	Future Footprint Plan
Research	141	9(2)(b)(ii)
Partnerships & Programmes	11	
Shared Services	81	
Finance & Business Performance	23	
Chief Executive Office	3	
Total	259	98

6. Within the Research Group, the breakdown is:

Permanent Headcount	Ruakura and associated staff (includes staff located at Auckland University, Tokanui Farm and in Northland)	
	Current (as at Sept 2013)	Future Footprint Plan
Animal Productivity	24	9(2)(b)(ii)
Food & Bio-based Products	35	
Forage Improvement	12	

Change to proposal: The animal transgenics capability ^{§(2)(b)(i)} 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 ^{§(2)(b)(i)} with all the teams in Animal Productivity at Lincoln.

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Innovative Farm Systems	33	9(2)(b)(ii)
Land & Environment	37	
Total	141	57

7. Under the Future Footprint plan there are 158 roles planned to move from Ruakura non-science scientists technical staff). Three roles would be disestablished.

8. The moves are:

- Chief Executive Office, Finance and Business Performance and parts of the Shared Services functions will be moved to Lincoln.
- Food and Bio-based Products, parts of Forage Improvement and parts of Innovative Farm Systems Group will be moved to Palmerston North.
- Parts of the Land & Environment and Animal Productivity Groups will be relocated to Lincoln.

9. Please note that none of these teams were transferred from Wallaceville when this campus was closed.

Corporate Functions

10. Corporate and support functions which are not required to support a regional need are being relocated to the Lincoln campus. This includes the Office of the Chief Executive, Finance and Business Performance and a number of capabilities within Shared Services. Those required to support staff at Ruakura will remain. These include Campus Services staff and Information Technology staff.

Research Capability

11. Animal Productivity staff currently located in Ruakura are in the Reproductive Technologies team. from this team will move to Lincoln under the Future Footprint project while (involved in animal transgenics) remain in Hamilton as discussions regarding a national capability in transgenics are currently underway with University of Auckland.

12. This move to Lincoln to be co-located with other Animal Productivity teams aligns with the Future Footprint plans for:

- Integration of animal sciences, including reproduction and genetics/genomics and integration of those capabilities with plant genetics/genomics and farm systems.
- Co-location with the technology platforms (such as mass spectrometry) needed to support future advances in animal sciences.
- Co-location and integration within a hub which includes an agriculturally-focussed University (attracting and growing talent).
- Improving adoption and practice change by co-location and integration with farm systems and in an on-farm agriculturally focussed hub.
- The potential gains from exploiting the synergies between plant and animal breeding and animal sciences.

13. **Food and Bio-based Products** staff currently in Ruakura are primarily focussed on food assurance, meat science and dairy foods. The roles will be moved to Palmerston North to align them with the Future Footprint plans for:
- Co-location of AgResearch's agri-food capabilities in Palmerston North
 - Co-location and integration within the FoodHQ and with a food innovation focussed University (attracting and growing talent).
14. **Forage Improvement** staff currently located in Ruakura who are planned to relocate are in the Plant Fungal Interaction team. They focus on the development of next generation endophytes. The roles will be moved to Palmerston North to align them with the Future Footprint plans for:
- Co-location with the other Forage Improvement teams who are also focussed on next generation endophytes in Palmerston North.
 - Co-location in Grasslands with Margot Forde Germplasm Centre, New Zealand's national gene-bank of grassland plants
15. **Innovative Farm Systems** staff who are to relocate, are part of the Farm Systems North Team. The relocation will bring those associated with AgResearch's capability in animal welfare with capability at Massey University. This will represent the bulk of New Zealand's animal welfare capability and they will be able to focus collaboratively on meeting the sector's needs. Those staff involved in the Biocontrol and Biosecurity, Pest and Weed Management and Soil Biology teams at Ruakura will remain at Ruakura.
16. **Land & Environment** staff who are relocated to Lincoln include the Science Group Leader, support staff and part of the Nutrient Management and Environmental Footprinting team. This will align them with the Future Footprint plans for:
- Co-location of those performing a role with a national on-farm productivity focus at Lincoln
 - Co-location and integration within a hub which includes an agriculturally-focussed University (attracting and growing talent).
 - Co-location with Innovative Farm Systems teams

Those staff whose work is regionally focussed will remain at Ruakura.

Waikato innovation hub

16. AgResearch is one of the key partners in plans for a Waikato agricultural research hub, based around Ruakura. The other parties are NIWA, Landcare Research, DairyNZ, LIC, University of Waikato, Wintec, Hamilton City Council, and Waikato Innovation Park. The planned focus for this hub is environmental sustainability, agritechnology industries and agribusiness education. It is at an earlier stage of development than the Lincoln and Palmerston North hubs.

The Argument for Change

17. The major challenges facing NZ farming are:
- Farming within limits – sustainable productivity and profitability gains within acceptable social and environmental limits.

- Continued guarantee of quality, safety and assurance in the markets we export to where "wealthy" consumers are more discerning and social media means instant communication of issues, risks and problems.
- The growing need to "add value". A reliance solely on increasing production and the "risk" of diminishing gains that may occur as a consequence of farming within limits means an urgent need to add and capture more value from the agri-food and beverages we export.
- The problems and issues the agricultural sector is facing are bigger, more multi-faceted and complex, and heavily driven around our farm systems.

Drivers for change

18. The major drivers for the move of the roles from Ruakura to either Palmerston North or Lincoln are:

- Integration of animal sciences, including reproduction and genetics/genomics, and integration of those capabilities with plant genetics/genomics and farm systems.
- Co-location with the technology platforms needed to support future advances in animal sciences.
- Co-location and integration within hubs which includes an agriculturally-focussed University (attracting and growing talent)
- Improve adoption and practice change by co-location and integration with farm systems and in an on-farm agriculturally focussed hub
- There are also significant gains to be made in exploiting the synergies between plant and animal breeding
- Sub-standard and aging facilities at all campuses.
- Research staff spread across 4 campuses and not best placed for internal/external collaboration

Out of Scope

From: Valentine, Suzie
Sent: Thursday, 24 October 2013 4:04 p.m.
To: Fraser, Sarah
Subject: RE: Ruakura briefing 22 Oct 13 - more info required

Here are the numbers

1. Can we get these figures for Ruakura only, ~~ie not including the off-site staff?~~

Permanent Head Count	Ruakura staff	
	Current (as at Sept 2013)	Future Footprint Plan
Research	138	9(2)(b)(ii)
Partnerships & Programmes	11	
Shared Services	69	
Finance & Business Performance	23	
Chief Executive Office	3	
Total	244	83

2. Can we get these figures broken down by role type (ie, scientists, technicians, etc)?

Permanent Headcount	Ruakura staff	
	Current (as at Sept 2013)	Future Footprint Plan
Animal Productivity	24	
Scientists	9(2)(a)	9(2)(b)(ii)
Technicians	15	
Non-science	9(2)(a)	
Food & Bio-based Products	35	
Scientists	9(2)(a)	
Technicians	19	
Non-science	9(2)(a)	

Forage Improvement	9	9(2)(b)(ii)
Scientists	3	
Technicians	6	
Innovative Farm Systems	33	
Scientists	9(2)(a)	
Technicians	16	
Non-science	9(2)(a)	
Land & Environment	37	
Scientists	17	
Technicians	9(2)(a)	
Non-science		
Total	138	

From: 9(2)(a) [mailto:9(2)(a)@parliament.govt.nz]
 Sent: Thursday, 24 October 2013 3:44 p.m.
 To: 9(2)(a) Fraser, Sarah
 Cc: Eileen Basher
 Subject: RE: Ruakura briefing 22 Oct 13
 Importance: High

9(2)(a) and Sarah,

The Minister has asked for a little additional information on the below tables (from the briefing you provided).

If possible, he'd like the information by 1pm tomorrow (just via email is fine) – let me know if you will have any problem with the deadline.

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Innovative Farm Systems	33	

Land & Environment	37	9(2)(b)(ii)
Total	141	57

Many thanks,
9(2)(a)

Out of Scope

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