

9(2)(a)

**From:** Fraser, Sarah  
**Sent:** Monday, 18 June 2012 9:16 p.m.  
**To:** 9(2)(a) Parliament  
**Subject:** AgResearch briefing for the Minister  
**Attachments:** Briefing for the Minister 18 Jun 12.docx

Hi 9(2)(a)

It was good to meet you briefly on Thursday at Fieldays, and attached as discussed is a briefing document for the Minister on our Future Footprint campus plan, which we will be updating staff on tomorrow (Lincoln & Invermay - Dunedin), Weds (Grasslands- PN) and Thurs (Ruakura) as part of a campus roadshow. The Minister will be receiving a full briefing with our SCI, but this is a heads-up as to what we will be telling staff and – only if contacted – the media.

Kind regards  
Sarah

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## AgResearch Future Footprint project briefing

18 June 2012

AgResearch's Statement of Corporate Intent identifies the need to align its infrastructure with its Strategy. One of the organisational KPIs identified to achieve this is to have a Campus Plan completed by the end of the financial year. This is just one element of AgResearch's overall plan to reposition its balance sheet and ensure it has the best possible infrastructure to deliver on its core purpose.

The Campus Plan, known as the "Future Footprint Project" will identify and recommend option/s around the best places for our people and infrastructure to be located. A full briefing is contained in our SCI, which is being submitted this week. No decisions have yet been made, and over the next few months we will be developing business cases for the consideration of our Board and the Minister.

We will be updating AgResearch staff on a confidential basis at a series of meetings in a campus roadshow this week, starting tomorrow (19<sup>th</sup> June) at Lincoln, with the details below.

The AgResearch Board has endorsed the option/s developed over the last eight months, but there is still considerable work ahead before a final recommendation. The current recommended option is based on having:

- collocation of science teams wherever possible
- alignment to stakeholder locations (those we do science with) where necessary
- presence in sector specific locations where necessary

We have been assessing the costs/impact by using a high level working model. Using that model would see:

- A focus on areas of excellence, determining the best locations for our scientists and providing world class facilities
- No closures of current campuses - however numbers increasing and decreasing depending on where teams are based
- A potential new presence in Southland in collaboration with the dairy industry.

We are currently working with staff and stakeholders to gather their feedback on our proposed options, and this is planned to be completed by September 2012. The timing of the subsequent stages (option decision-making, transition and implementation) is not yet known as this is dependent on the options selected, impact on staff and whether refurbishment/new building is needed.

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If the information is leaked and we are contacted by media within the next 2-3 months before any final decisions are made, the following statement will be used.

### External statement (reactive use only)

AgResearch Chief Executive Dr Tom Richardson has confirmed the organisation is looking at its campus plans with a view to determining the best infrastructure for the future.

"Last year we have identified the need to align our infrastructure with our strategy. This is about positioning AgResearch over the next three to five years for the next 20 years, and so we are developing options around the best places for our people, property and equipment to be located."

Dr Richardson says this includes looking at AgResearch's internal needs, where co-location offers a premium; its stakeholders' needs, where co-location offers a premium; and efficiency and effectiveness.

"We have been talking to several other CRIs and universities about their plans for the future, to see if there are any instances where co-location can benefit us both. That said, there is still a considerable amount of work to do, and any decisions are two to three months away," he says.

**Ends**

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OFFICIAL INFORMATION ACT

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Out of scope

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**From:** McSweeney, Andrew  
**Sent:** Wednesday, 31 October 2012 5:31 p.m.  
**To:** 9(2)(a) Parliament  
**Cc:** bella.sutherland@msi.govt.nz  
**Subject:** AgResearch Future Footprint Business Case

Dear 9(2)(a)

As previously discussed please find attached a covering letter from our Chairman, Sam Robinson, and the Future Footprint Business Case for Minister's Joyce and English.

I would appreciate it if you could arrange for it to be provided to both Ministers.

If you have any questions please let me know.

Regards

**Andrew McSweeney**  
Shared Services Director

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31 October 2012

Honourable Steven Joyce  
Minister of Business, Innovation and Employment  
PO Box 18041  
WELLINGTON 6160

Dear Minister

AgResearch Future Footprint Business Case

Further to your letter dated 28 June 2012, enclosed as requested is the Business Case for the Future Footprint project, for which we seek your approval.

The project sets out to achieve two key objectives. Firstly, we are looking to rationalise our existing farm and property portfolio that would see under-utilised or old assets disposed of, and to re-invest the sale proceeds to significantly upgrade and modernise our campus facilities. Secondly, we wish to reposition our research capability into two key agriculture innovation centres, with other key stakeholders, at Palmerston North and Lincoln.

We strongly believe that by providing world class science facilities, and locating our science staff together with tertiary institutions, other science organisations, sector bodies and private sector businesses, we will maximise our ability to deliver the best possible science and productivity increases to our agricultural sector and realise greater economic growth for New Zealand.

We have consulted closely with key stakeholders to ensure we enable better future outcomes by planning these agriculture innovation hubs together and sharing infrastructure, shared facilities and equipment where possible. Should the Business Case be approved, we believe additional entities will seek to collocate at these centres (especially Lincoln).

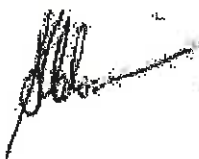
As outlined in the Business Case the project can be funded by AgResearch, with most costs to be met through the proceeds of selling surplus assets, and a lesser amount from operating surpluses and debt.

If approval is provided the Board would then look to report annually on progress of the Future Footprint project, specifically as part of the CRI reporting process, together with Ministerial updates at significant milestones.

It may be helpful to arrange a meeting shortly with myself and Tom Richardson to discuss the case.

I look forward to receiving your response to the business case and answering any questions as they arise.

Yours faithfully



Sam Robinson  
Chairman, AgResearch

cc: Minister of Finance  
MBIE - Bella Sutherland

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**From:** Fraser, Sarah  
**Sent:** Wednesday, 4 September 2013 10:45 a.m.  
**To:** 9(2)(a) Parliament  
**Subject:** RE: Letter to Dunedin mayor

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

Yes. The Executive Team will make recommendations to the Board and they will make the final decision.

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**From:** 9(2)(a) @parliament.govt.nz]  
**Sent:** Wednesday, 4 September 2013 10:07 a.m.  
**To:** Fraser, Sarah  
**Subject:** RE: Letter to Dunedin mayor

Many thanks.

A random point of clarification: the AgR board makes the final decision on the Future Footprint, right?

Cheers,  
9(2)(a)

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**From:** Fraser, Sarah [mailto:Sarah.Fraser@agresearch.co.nz]  
**Sent:** Wednesday, 4 September 2013 9:51 a.m.  
**To:** 9(2)(a) Parliament  
**Subject:** RE: Letter to Dunedin mayor

Thank you!

And here it is – note this letter was received after Tom had had a conversation with him **Out of scope** where he explained why **Out of scope** it would make better sense for them to talk to us after we have finished staff consultation, which is what we have said to all external parties wanting to engage with us. Once we have a plan, as opposed to a proposal, we will be happy to meet.

Cheers  
Sarah

**Out of scope**



9(2)(a)

**From:** 9(2)(a) @parliament.govt.nz>  
**Sent:** Thursday, 19 September 2013 3:27 p.m.  
**To:** Fraser, Sarah  
**Subject:** Timeline

**Importance:** High

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

Hi Sarah,

Can you please confirm ASAP whether this timeline is still accurate (ie decisions communicated to staff on the 26<sup>th</sup>)?

Date	Activity
Today (30 <sup>th</sup> July)	Proposed changes communicated to all staff. Consultation and feedback period commences
31 <sup>st</sup> July	Future Footprint proposed team changes available to all staff on Future Footprint website
Noon 5 <sup>th</sup> August	Nominations for Staff Change Management Team members close
12 <sup>th</sup> August – 13 <sup>th</sup> September	Change Management Team membership confirmed and team established, meetings held, feedback reviewed
30 <sup>th</sup> August	Consultation and feedback period closes
By 13 <sup>th</sup> September	Change Management Team forward report to Project Sponsor and Executive Team for careful consideration and decision making
Intention - 26 <sup>th</sup> September	Decisions communicated to all staff

Many thanks,

9(2)(a)

Office of Hon Steven Joyce | Minister of Science and Innovation  
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9(2)(a)

**From:** 9(2)(a)  
**Sent:** Tuesday, 24 September 2013 3:58 p.m.  
**To:** 9(2)(a) parliament.govt.nz  
**Subject:** Letter for Minister Joyce  
**Attachments:** Ltr to Minister Joyce 24 September 2013 FINAL .pdf

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

Hello 9(2)  
(a)

Please find attached a letter for Minister Joyce from our Chair, Sam Robinson, in anticipation of our meeting with the Minister tomorrow.

Kind regards

9(2)(a)



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