

9(2)(a)

**From:** McSweeney, Andrew <Andrew.McSweeney@agresearch.co.nz>  
**Sent:** Friday, 28 September 2012 12:47 p.m.  
**To:** (MBIE) 9(2)(a) (COMU)  
**Subject:** FF Business case  
**Attachments:** FutureFootprintBC\_StrategicCase.docx

Hi 9(2)(a) and 9(2)(a)

Sorry for delay in getting back to you.....we have had some delays in getting our final bau and FF build costs, and the last of these came in yesterday, so it would be fair to say we are a little up against the clock..so will feed you in pieces over the next 3-4 days,...and assuming you have some time to devote.

The next 2-4 days we will have a document completed.

However I thought rather than not send you anything I will send you drafts as we have them, as long as you understand they are working drafts.

The business case will consist of the following sections:

- Exec summary
- Strategic section
- Management section
- Commercial section
- Economic section
- Financials

The attached is the strategic section, and I would appreciate you having a read and letting me have feedback – feel free to be blunt...no sensitivities. I am hoping by cob Monday to forward you everything in a final draft stage, we can organise a time to go through..perhaps Wednesday – pm ?

Cheers  
Andrew

**Andrew McSweeney**  
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**From:** McSweeney, Andrew <Andrew.McSweeney@agresearch.co.nz>  
**Sent:** Friday, 5 October 2012 3:14 p.m.  
**To:** (MBIE) 9(2)(a) (Crown Ownership Monitoring Unit)  
**Attachments:** 4.1.1 Future Footprint Business Case v5 3 Oct.docx

Hi 9(2)(a)

Here is the working draft that we are discussing with the Board for their input next week.

Look forward to catching up Tuesday.

Regards

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**From:** McSweeney, Andrew <Andrew.McSweeney@agresearch.co.nz>  
**Sent:** Wednesday, 24 October 2012 1:27 p.m.  
**To:** 9(2)(a)  
**Cc:** 9(2)(a) (COMU)  
**Subject:** Future Footprint Business Case  
**Attachments:** AgResearch\_Future\_Footprint\_Business\_Case\_final\_draft.docx

Hi 9(2)(a)

Please find attached the final draft of our Future Footprint business case for your review and comment. Please forward a copy to Bella.

We are currently circulating this to the Board, who have requested a final review before we finalise and submit on 31<sup>st</sup>.

Look forward to meeting tomorrow.

Regards

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Shared Services Director

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**From:** 9(2)(a)  
**Sent:** Thursday, 1 November 2012 11:15 a.m.  
**To:** 9(2)(a) (COMU)  
**Subject:** FW: AgResearch Future Footprint Business Case  
**Attachments:** [Untitled].pdf; 2012-31st-Oct-AgResearch\_Future\_Footprint\_Business\_Case\_final2.pdf

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**From:** Bella Sutherland  
**Sent:** Thursday, 1 November 2012 10:47 a.m.  
**To:** 9(2)(a)  
**Subject:** FW: AgResearch Future Footprint Business Case

**Bella Sutherland**  
Director CRI Ownership and Performance  
Science and Innovation Group, Ministry of Business, Innovation & Employment  
DDI: +64 4 917 7868 | Mobile: 021 430 941 | [www.mbie.govt.nz](http://www.mbie.govt.nz)  
33 Bowen Street, PO Box 5762, Wellington 6145



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**From:** McSweeney, Andrew [<mailto:Andrew.McSweeney@agresearch.co.nz>]  
**Sent:** Wednesday, 31 October 2012 5:31 p.m.  
**To:** 9(2)(a)  
**Cc:** Bella Sutherland  
**Subject:** AgResearch Future Footprint Business Case

Dear Jo

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

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Shared Services Director

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**From:** 9(2)(a)  
**Sent:** Tuesday, 6 November 2012 10:26 a.m.  
**To:** Jim McLean (jim.mclean@xtra.co.nz)  
**Subject:** FW: AgResearch Future Footprint Business Case  
**Attachments:** [Untitled].pdf; 2012-31st-Oct-AgResearch\_Future\_Footprint\_Business\_Case\_final2.pdf

Good morning Jim

Hope you are well.

Please find attached a copy of the AgResearch Future Footprint business case. We would really appreciate some input upfront on this one.

The Minister hasn't set a timeframe but in the next two weeks we would like to.....

- Identify areas for further investigation
- Prepare a 'holding' letter from the minister

At this time, we mainly seek from you a list of questions that you would wish to ask the Chair. We also seek any early views on whether the business case should be accepted and in what form.

For your info, we consider that there are 2 additional scenarios that AgResearch need to document –

1. Just one hub and 3 satellites
2. Build just for AgResearch's needs – not as part of an innovation cluster.

Regards,

9(2)(a)

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**From:** Bella Sutherland  
**Sent:** Thursday, 1 November 2012 10:47 a.m.  
**To:** 9(2)(a)  
**Subject:** FW: AgResearch Future Footprint Business Case

**Bella Sutherland**  
Director CRI Ownership and Performance  
Science and Innovation Group, Ministry of Business, Innovation & Employment  
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**From:** McSweeney, Andrew [<mailto:Andrew.McSweeney@agresearch.co.nz>]  
**Sent:** Wednesday, 31 October 2012 5:31 p.m.  
**To:** 9(2)(a) (MIN)

**Cc:** Bella Sutherland  
**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**  
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