

AHUWHENUA TROPHY  
EXCELLENCE IN  
MĀORI FARMING  
AWARD 2024  
DAIRY



# FIELD DAY HANDBOOK

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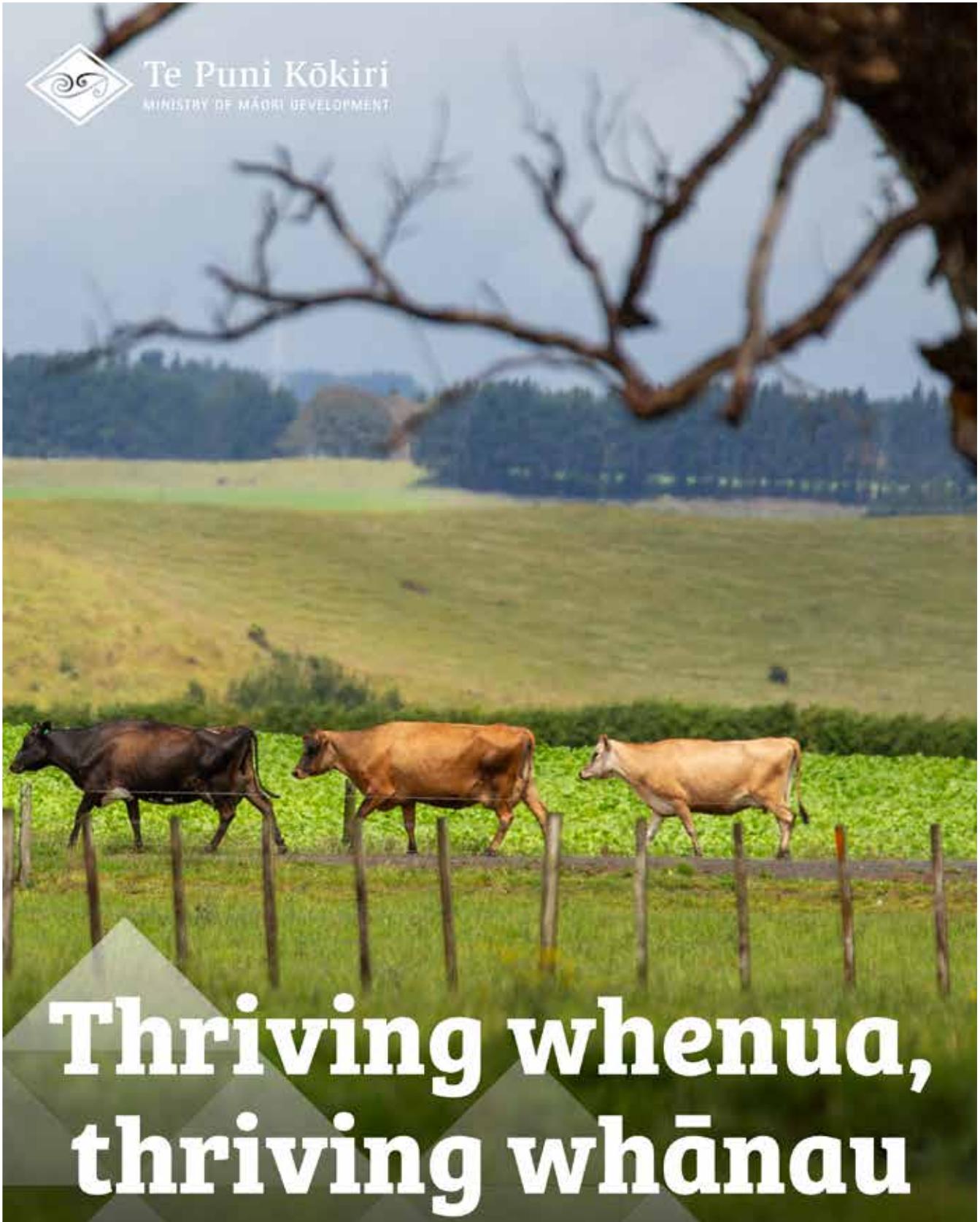


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Te Puni Kōkiri  
MINISTRY OF MĀORI DEVELOPMENT



# Thriving whenua, thriving whānau

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Te Puni Kōkiri supports excellence in Māori farming  
through the Ahuwhenua Trophy competition



# THE AHUWHENUA TROPHY

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# »» MAI I TE MINITA WHANAKETANGA MĀORI



## *Whatungarongaro te tangata, toitū te whenua*

Mā te Māori, he piringa tata, he piringa hāngai tō tātou hononga ki te ao tūroa. Ko te whenua koia tō tātou tūrangawaewae. He hononga ki ō tātou whānau, ki ō tātou tūpuna, otirā ki ngā whakatipuranga e heke mai nei. He taonga tuku iho nō ngā tūpuna te whenua Māori ki ngā mana pupuri whenua o ēnei rā. Kei te whakataukī i runga ake nei te whakatinanatanga o ēnei kōrero.

I taku tūranga o te Minita Whanaketanga Māori, he koanga ngākau taku tautoko i ngā Tohu Ahuwhenua mō te tau 2024, me taku tino mihi ki ngā mahi mutunga mai o te kairangi a te rāngai Miraka Kau. E whakamihī ana, e whakanui ana te Kapu Ahuwhenua, te tino tohu i te ao o te pāmu Māori, i te kairangi o ngā mahi pakihī i ngā rāngai tino whakahirahira, te pāmu kararehe me te ahumāra.

E hia tonu ngā wero kei mua i ngā kaipupuri whenua, me ngā kaipāmu Māori i te whaiwāhitanga atu, te whakamahinga me te whanaketanga o ō rātou whenua. Nā ngā marangai me ngā parawhenua i te tau 2023, tae atu ki a Cyclone Gabielle, i kino kē atu te wāhi ki ngā Māori. Heoi anō, ahakoa ngā raruraru, kei te whakaatu tonu ngā kaipupuri whenua me ngā kaipāmu Māori i tō rātou manawanui, manahautanga hoki. Kei te rongo hoki au i te mamae o ngā whānau, o ngā hapū me ngā iwi i pāngia ai e ngā marangai huawhenua o mua tata nei, me taku aroha nui hoki ki ngā whānau pani o te hunga i hinga mai nā.

He tino pou te pāmu Māori o te ūhanga Māori, he tino kōkiri hoki o te ūhanga o Aotearoa. E ai ki ngā raraunga o Tatauranga Aotearoa e piki ana, e kake ana ngā pakihī Māori i te rāngai matua. Mai i te marama o Mahuru 2022 ki te marama o Mahuru 2023, i piki te tapeke katoa o ngā hokohoko i tēnei rāngai mā te \$99 miriona, he pikinga o te 32 īrau.

Kua kite ā-kanohi atu au i te mahi nui, te tino koi, te auaha hoki e whakaatuhiā ana ia te wā, ia te wā e ngā kaipāmu Māori. He nui ngā pakihī Māori e mahi ana i runga i ngā tikanga me ngā mātāpono. He rite tonu te kitea o te manaakitanga i te kōkiritanga rangatahi, i te whakaritenga o ngā mahi hou, i te kaitiakitanga rānei o ngā taonga o te ao tūroa – e whakataurite ana i ngā hua ūhanga ki te whakapūmautanga me te kaitiakitanga o te taiao.

E rere tonu nei aku kupu whakamihā ki ngā toa o te tau kua pahure o te Kapu Ahuwhenua, te Wī Pere Trust. Nō nā noa nei nōku te whiwhi kia tae atu ki tōna whenua me te tūtaki ki te whānau nō te Wī Pere Trust. Kei te kawe tonu te whānau i te mana o tō rātou tūpuna a Wī Pere - he rangatira, he tohunga, he hōia, he kaiwhakangahau, he kairangapū, he kaiwhakatakoto ture hoki.

Hei whakatepe noa, nei aku kupu whakamanawa ki te hunga kua tae ki te whiringa whāiti i te Whakataetae Tohu Ahuwhenua i tēnei tau. Anō, mā te whakaaturanga o te kairangi pāmu Māori e whakaawē i te whakatipuranga e tū mai nei o ngā kaipāmu miraka kau.

Nō reira, e tika ana te kōrero, ka ora te whenua, ka ora te tangata.

**Hon Tama Potaka**

MINISTER FOR MĀORI DEVELOPMENT



# »» FROM THE MINISTER FOR MĀORI DEVELOPMENT

## *Whatungarongaro te tangata, toitū te whenua*

For Māori, our connection to the living environment is intimate and direct. Whenua is our tūrangawaewae, our place to stand. It connects us to our whānau, our tūpuna and to future generations. Whenua Māori is taonga tuku iho, a treasure handed down from tūpuna to the custodianship of the present day. As embodied in the whakataukī above – as human disappear from sight, the land remains.

As Minister for Māori Development, I am pleased to support the Ahuwhenua Trophy awards for 2024, and specifically acknowledge the outstanding work of the Dairy sector. The Ahuwhenua Trophy, the most prestigious award in Māori farming, acknowledges and celebrates business excellence in New Zealand's important pastoral and horticultural sectors.

Māori landowners and farmers continue to face significant challenges in accessing, utilising, and developing their whenua. Devastating weather events in 2023, including Cyclone Gabrielle, further exacerbated these issues for Māori. But through adversity, Māori landowners and farmers demonstrate their determination and resilience. I want to acknowledge the immense loss felt by whānau, hapū and iwi in the face of recent weather events, and I send my aroha to those who lost loved ones.

Māori farming is a critical anchor of the Māori economy and a powerful driver of the New Zealand economy. Data from Statistics NZ shows Māori businesses in the primary sector are growing from strength to strength. From September 2022 to September 2023, the total value of sales in this sector increased by \$99 million, up 32 per cent.

I have seen firsthand the hard work, brilliance and innovation continually demonstrated by Māori farmers. Māori owned businesses are often driven by tikanga and values. We often see manaakitanga through care in engaging rangatahi and providing jobs, or kaitiakitanga in the guardianship of natural resources – always balancing the economic benefits with sustainability and environmental protection.

I acknowledge last year's winners of the Ahuwhenua Trophy, Wi Pere Trust. I had the opportunity recently to visit the whenua and meet with whānau from Wi Pere Trust. The whānau continues the legacy of their tūpuna, Wi Pere – a rangatira, tohunga, solider, entrepreneur, politician and legislator.

Finally, my congratulations to all the finalists in this year's Ahuwhenua Trophy Competition. Once again, a strong showing of Māori farming excellence is sure to inspire the next generation of dairy farmers.

No reira e tika ana te kōrero, ka ora te whenua, ka ora te tangata.

**Hon Tama Potaka**

MINISTER FOR MĀORI DEVELOPMENT



# Backing excellence in Māori dairying

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Ahuwhenua Trophy – Excellence in  
Māori Farming Award 2024 – Dairy

**Te Kāwanatanga o Aotearoa**  
New Zealand Government





## »»» FROM THE MINISTER OF AGRICULTURE



*Tēnā koutou katoa,*

*Nāu te rourou, nāku te rourou, ka ora ai te iwi.  
With your food basket, and my food basket, the people  
will prosper.*

I am honoured to support this year's Ahuwhenua Trophy, Excellence in Māori Farming competition, which will see New Zealand's top-performing Māori dairy farmers, trusts and other entities showcase best practice in sustainable farming.

The Ahuwhenua Trophy is the most prestigious award for Māori farming, and the only one of its kind in the world, celebrating the pursuit of innovation and new approaches by Māori farmers committed to tapping the full potential of their whenua.

The Ahuwhenua Trophy has a long history of recognising the achievements of Māori farmers. The competition celebrated its 90th anniversary in 2023.

The dairy sector is New Zealand's biggest export earner. Innovation throughout the dairy value chain - from dairy farms to manufacturing - is essential to both New Zealand dairy and our economy.

The dairy industry makes a significant contribution to the growing Māori economy. Ten percent of the country's dairy farms are Māori owned. Māori farming enterprises continue to grow and thrive as part of this diverse industry.

The Ministry for Primary Industries is committed to the continued growth of the Māori primary sector. In 2022, Rautaki mō te Taurikura - Embracing change for prosperity was launched. This detailed action plan aims to support the increasingly vital role that Māori agribusinesses play in New Zealand's economy.

Congratulations to this year's finalists as they showcase their properties to the judges and field day participants. I'd also like to congratulate finalists in this year's Ahuwhenua Young Māori Farmer Award. By entering this competition, you are living the vision of Sir Apirana Ngata and Lord Bledisloe by becoming role models for your peers.

The finalists this year are an outstanding example of excellence in Māori dairy farming. I look forward to seeing more of your successes beyond this year's competition.

Nāku noa, nā

**Hon Todd McClay**  
MINISTER OF AGRICULTURE

## »»» FROM THE CHAIR



After a year of adverse weather that has hit the entire primary sector, it's nice to look out the window and see that things are improving. But for many the road to full recovery from Cyclone Gabrielle and other weather events could be many years away. Māori were particularly badly hit, and they have done a remarkable job in repairing the damage to their properties.

It is therefore very pleasing to see that in this year's Ahuwhenua Trophy competition for dairy we have had another amazing cohort of entrants, and from those, our outstanding finalists. The dairy sector continues to face challenges in the form of a series of global phenomenon beyond their control. The ongoing impacts of Covid-19 has led to near static demand in China, and the global conflicts in Ukraine and the Middle East leading to a rise in on-farm input and lower returns has added to the challenges.

Despite this negativity, enduring glitches of one sort or another is part of farming life and most farmers will take these problems in their stride and get back on track as quickly as possible. You could call it resilience, or 'dogged determination' even, and it drives farmers in Aotearoa to press on regardless.

What we are seeing now is that the management systems which have been second nature to Māori for many years, are now becoming mainstream – especially around key issues such as the environment and caring for people, the land, and the animals that graze there. The preservation and care of the whenua is what Māori have always done. It is interesting to see these values now being incorporated into the Free Trade Agreements that Aotearoa recently negotiated. To top this off we are seeing Māori dairy farms, including this year's finalists and past finalists and winners, among the top echelon of all dairy farmers. We are seeing scale, innovation and quality management deliver real benefits to shareholders and individuals. We have every reason to celebrate Māori dairy farming.

But what defines Māori most are our cultural values which form the basis of the vision that Ahuwhenua Trophy founders, Sir Apirana Ngata and Lord Bledisloe prescribed over 90 years ago. These are the values that make the Ahuwhenua Trophy competition unique, and which cannot be mimicked by other events. Māori are rightly proud of our heritage, which has driven us to excellence in all aspects of land management.

I look forward to this year's dairy competition and to seeing our finalists showcase their success in competing for this coveted trophy, and I look forward to seeing you all at the field days and awards dinner, where we can acknowledge and celebrate their achievements.

**Nukuhia Hadfield**

CHAIR,  
AHUWHENUA TROPHY MANAGEMENT COMMITTEE

# »» History of the Ahuwhenua Trophy



It is now 91 years since the Ahuwhenua Trophy was inaugurated by the visionary Māori leader Sir Apirana Ngata and the Governor General at the time Lord Bledisloe, and the competition remains as relevant and as prestigious now as it was almost a century ago.

While the values and vision of Sir Apirana and Lord Bledisloe have remained unchanged, the way the competition is run has moved with the times – especially since its re-launch in 2003.

The Ahuwhenua Trophy competition was introduced to encourage skill and proficiency in Māori farming. Sir Apirana Ngata realised the importance of retaining and improving what remained of Māori land was critical. He led the renaissance of Māori land development which had been decimated during the colonisation of New Zealand by forced sales and lack of opportunity and access to development capital.

The inaugural 1933 competition was open to individual dairy farmers in the Waikato district and was won by William Swinton from Raukokore, Bay of Plenty. The following year the competition was extended to include entrants from North and South Auckland, Gisborne, Whanganui, and Wellington.

In 1936 the cup was won by Henry Dewes, a sheep farmer from Tikitiki. The Trophy was displayed in the Waipu Farmers store which two weeks later caught fire and destroyed the cup. It was replaced with a new cup in 1938 but six years later that trophy was lost during a rail trip from Rotorua to Wellington. It was eventually found in 1946 in a Frankton store after being mislaid with someone's personal belongings at the railway station.

The inappropriateness of comparing dairy with sheep and beef farms became increasingly evident and in 1954 the competition was divided into two separate awards, each with their own trophy. Once again Lord Bledisloe, a man with farming interests, donated the companion cup.

The competition continued up until the 1980s but interest started to wane and the last of the original competitions was held in 1990. It was Gina Rudland and Wayne Walden who along with Meat New Zealand chairman John Acland re-launched

the awards in 2003. The awards took into account the changing face of Māori farming and the increasing importance of Māori Incorporations and Trusts in the agribusiness sector.

In 2005, the Ahuwhenua Trophy Management Committee decided on a new structure for the competition with sheep and beef and dairy competitions being run in alternate years.

In recognition of Māori involvement in the horticultural sector, it was decided that in 2020, the competition would be opened up to also include horticulture. A new trophy was designed and made and there was excellent support for this initiative.

The Ahuwhenua Trophy competition Trustees are the Minister for Māori Development, the Minister of Agriculture, and the Secretary for Māori Development. They delegate their authority to the Ahuwhenua Trophy Management Committee to manage and supervise the competition. The current Chair, Nukuhia Hadfield, has held this position since July 2021.

The first bi-annual dairy competition held in 2006 was won by the Parininihi ki Waitotara (PKW) Incorporation's Farm 12 in Taranaki under the chairmanship of Spencer Carr and Secretary Peter Charleton. Previous Chairmen of PKW Edward Tamati and Charles Bailey were dual winners of the Trophy as individual farmers in 1965 and 1971, 1970 and 1976 respectively.

An award for young Māori farmers and growers was introduced in 2012 and successive winners have demonstrated that rangatahi Māori have the leadership and management skills to take Māori agri and horticultural businesses forward in the 21st century. Māori success is centred around the need to provide for future generations and so this competition is about 'future proofing' Māori businesses.

Today the Ahuwhenua Trophy remains the pre-eminent accolade to win in Māori agriculture and horticulture and is recognised as the most prestigious and comprehensively judged award in New Zealand. The entrants, finalists and eventual winners all share and live the enduring values, goals, and vision of Sir Apirana Ngata and the competitive spirit of Lord Bledisloe.

# Proud to be supporting Excellence in Māori Farming

Ko tā Te Tumu Paeroa he tautoko i ngā mahi ahuwhenua e whai kiko ai tā mātou whakatauki, he iwi tauawhi mātou i ngā whenual Māori mō nāianei, mō ngā uri whakaheke hoki.



**PGG Wrightson**

## Te Mātai Ahuwhenua

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# »»» Looking Back

## THE 2021 DAIRY FINALISTS

### Tātaiwhetu Trust

Tātaiwhetu Trust is located in the Ruatoki Valley, Eastern Bay of Plenty and borders the Ohinemataroa (Whakatane) River. The dairy platform covers a total of 200 hectares of both ancestral and lease lands. We were a finalist and eventual winner of the Excellence in Māori Farming Award for Dairy in 2021. The Ahuwhenua Trophy journey helped us to prioritise our core values and improve practices across governance and operations.

A huge acknowledgement and thanks to our Chair and kaumātua, Paki Nikora for his excellent leadership of the trust. He was very hands on and continued to drive the vision of Ngātiirongotanga, kaitiakitanga, manaakitanga, kōtahitanga, whanaungatanga and tino rangatiratanga. We continue to practice the tikanga he modelled every day. Moe mai rā e te rangatira.

Whare and Des Teepa are dedicated and committed to leading our team through all the challenges and new developments on Tātaiwhetu Farm. They continue to mentor students from Te Wharekura o Ruatoki who are on farm weekly. We have employed new staff both full and part-time.

*Tuinoa, tuinoa ngā maunga whakahī*

### Tuinoa Farm

Tuinoa Farm was purchased in 2021. Covid-19 delayed the purchase and was a barrier to governance meeting in person during the major lockdowns, however most operations continued. Tuinoa is a smaller unit of 60 hectares, milking 180 cows and was already certified organic and is adjacent to our support block. Our goal is for it to be fully self-supporting. We have built a new four bedroom home and shed for our managers Tom and Rachel Brown. Tom moved up from 2IC on Tātaiwhetu Farm and has navigated the steep learning curve of organic dairying.

The Ahuwhenua Trophy competition gave us an opportunity to have farm operations scrutinised by experienced judges who asked the tough questions. They gave detailed guidance and practical advice on how to improve everyday farming and business practices. It caused us to review our long term strategic plans. Our business professionals and farm advisor continue the support the trustees decisions in the development of the farms.



Since the 2021 awards we have planted hundreds of trees along streams and on the farm. We utilise the collars to monitor the cows and keep them healthy. We have had some problems with somatic cell count that our staff have had to navigate with the help of our vets and organic medicines. The farm continues to upskill and improve knowledge of organic practices by attending discussion groups. We are trialling different pasture crops. As the weather continues to impact on pasture growth and production, we continue to produce organic feed on farm to reduce costs.

Ensuring our budget allows for the compliance and upgrades needed to meet environmental and health and safety standards has been a priority. Both farms require upgrades to their effluent systems which is currently being programmed at the end of the current season and we continue to tackle the issue of weed and blackberry control without the use of traditional chemical sprays.

Tātaiwhetu encourages the finalists to take full advantage of the expertise offered through this Ahuwhenua Trophy competition experience. Each farm is unique and having an opportunity to showcase the great work that happens everyday on the farm is exciting and rewarding. Lastly, our thanks goes out to the dedicated Ahuwhenua team for their whanaungatanga and continued communication and support.

## Pouarua Farms

We are jointly owned by five Hauraki iwi: Ngāti Maru, Ngāti Paoa, Ngāti Tamaterā, Ngāti Tara Tokanui and Te Patukirikiri.

The 2,200ha property located on the Hauraki Plains originally belonged to Hauraki iwi, but was acquired by the Crown using the Public Works Act and Land Drainage Act in the 1800s and early 1900s. In 2013 five of the twelve iwi of the Hauraki collective used funds from their financial redress to purchase the land back from Landcorp.

Since being finalists in 2021, the farms have continued on their journey of creating a sustainable, enduring and prosperous farming operation.

Some of the developments include:

- A new 54 bail rotary to condense two dairy units into one.
- A system change to autumn calving on a 450 cow dairy unit.
- Allflex collars on five of the eight dairy units.
- Synlait Lead with Pride Gold Plus obtained on all Synlait supply farms.
- 10-star certification obtained on Lewis Road Creamery supply farms.
- Collaboration with Lewis Road Creamery to launch 'Winter Spice' milk to celebrate Matariki.
- Increased supply of home grown meat into the Hauraki Māori Trust Board's manaaki hub.
- Established a 250ha grain block, providing maize grain for food grade gritting and starch contracts.
- Constructed a 9ha canopied blueberry orchard.
- Increased participation in work placement from Hauraki rūnanga.

The developments are all part of the continued dedication to Pouarua's purpose – *Mā te tika o te kai, ka pai te hauora o te tangata*. This purpose enables the management team, led by Jenna Smith, to create a strategy that ensures maintaining the whenuas ability to create healthy kai is of top consideration.



There have been some tough times over the previous three years, our inaugural Chairman, John Luxton passed away a few months after the Ahuwhenua Trophy awards night; we were incredibly fortunate to have him lead the business in its infancy.

2021/22 summer was very prolonged and the farms were still in a declared drought in June 2022. Of course the 2022/23 season sought to rectify the dry and was relentlessly wet. The anniversary weekend floods on January 2023 decimated a large proportion of pasture and crop on the farms, with flooding lapping the tops of strainer posts. Two weeks later Cyclone Gabrielle took it upon herself to harvest the first blueberry crop, blow over hectares of maize and again flood much of the dairy farms. This resulted in running on generators for weeks at some dairy sheds.

Recent low milk payouts have reinforced the drive to have a diversified income portfolio, and the farms are being closely analysed for future land use options.

We have welcomed Hinerangi Raumati, Heta Hudson and Amelia Williams to our board of directors – who sit alongside Rick Braddock, John McEntee, along with Paul Majurey as Chair.

Entering the Ahuwhenua Trophy awards was a transformational experience for Pouarua and it fills our shareholders with such pride to participate in an industry that they were unable to for decades.



## Tunapahore B2A Incorporation

*Ko Kapuarangi te maunga*

*Ko Wainui te moana*

*Ko Torere-nui-a-rua te tupuna*

*Ko Manaakiao te uri o toi te tangata whenua*

*Ko Tainui te waka*

*Ko Hoturoa te rangatira*

*Ko Ngai Tai te iwi*

Tunapahore dairy farm is situated at Hāwai 25km east of Ōpōtiki. We milk 400 cows on 132ha with maize and grass silage from our lease block. After the Ahuwhenua Trophy awards our farm advisor retired and we hired Hemi Dawson on a one-year contract to take up the position. When he took over, he asked: what are your main concerns?

### Power cuts

In October 2022 I was on holiday in Australia when the Bay of Plenty was hit by a storm. At 3.00am Aussie time my phone pings with the message: "we have no power on the farm". It took our power supplier Horizon the best part of the day to realise there were two power poles down on our farm. They brought a generator so the cows could be milked, and that's when they found out that 200 metres of water line had been broken. We never had a switch in the shed to run the generator they brought, so contact was made with a neighbouring farmer for his tractor generator. The electrician on our trust hooked it up and they went to the water back up on our runoff block and found the transformer blown. They supplied another generator, and I talked them through the process on the phone from Australia to get it running. Our cows hadn't been milked for 30 hours.

We have a generator, and a process is in place, for restarting the pump on our runoff block.

The standing trees in the forest behind the house came down in the storm and damaged the water line and blocked parts of the creek. Manulife, who owned the trees had to remove most of them because of the environmental hazard it was causing.

Because of Hemi's contacts we got a lot of invitations to other farms, and one in Onepu had guest speakers on milking systems. One was twice a day until December 1st then once a day until season ends. Another was once a day from start to finish. The other ran a system called 10 & 7, so ten milkings in seven days: Monday, Wednesday, Friday = twice per day. Tuesday, Thursday, Saturday, and Sunday were once a day. We changed to 10 & 7 from day one in our 2022 season and the cows are happy and look healthier, and Janet and her staff love it.

At another farm between Pukehina and Te Puke we have had the opportunity to see how KiwiFert (a liquid-based fertiliser) worked. We were impressed by the color of the soil, it was black for a good 300mm down, with heaps of worms showing. In discussions with Hemi, we wanted to trial our runoff block on the local TotalFert manure. He advised us to spray the weeds first then under sow with new grass. The contractor came in, did the job and grass came up good but then the slugs came. We had to repeat the process with the help of FarmSource.

Hemi moved on in 2023 and on his recommendation, we hired Josh Collier as our new farm advisor. Josh and Janet are working great together keeping our farm in pristine condition. Our next project is a new effluent pond, costing approximately \$350k.

That's me, see you all at the awards dinner!

**Jack Mihaere**

Chair





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There's always room for improvement



# »» Wairarapa Moana ki Pouakani Incorporation

*258 Mitchell Road, State Highway 30, Mangakino*

Field Day: Thursday 28<sup>th</sup> March 2024



*Trustees and Staff*



*Farm 4 Team*





# Wairarapa Moana ki Pouakani Incorporation

## FIELD DAY PROGRAMME\*

9:30	Pōwhiri at 258 Mitchell Road, State Highway 30, Mangakino
10:00	Morning tea
10:25	Welcome and programme introduction
10:40	Presentation: History/Governance/Strategy; Social/Community/Ngā Tikanga Māori Innovation and Financial Benchmarking
11:30	Property tour: Stop 1: Land Use and Soil Management; Environment Stop 2: Pasture Performance; Feed Management; Water Quality Stop 3: Animal Performance; People Performance
1:15	Judges' comments
1:30	Award ceremony
2:00	Refreshments

\* Times are approximate

## IMPORTANT NOTES FOR FIELD DAY ATTENDEES

The owners of the property wish to point out to all visitors to their property that a number of potential hazards exist in the course of travelling over the property in vehicles, and in moving around the facilities. While the owners have taken all reasonable care in making your visit to the property as safe as possible, including preparation of a health and safety plan for the day, they clearly point out that you enter the property at your own risk. The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.

Protect our industry – please arrive with clean boots to reduce the risk of spreading a disease, pest or weed.





# » Wairarapa Moana ki Pouakani Incorporation

## HISTORY

The story of the formation of Wairarapa Moana ki Pouakani Incorporation (WMI) and the ownership of some 30,486 acres of the Pouakani 2 Block in Mangakino, South Waikato has its origins in the colonisation of the Wairarapa from 1840. Wairarapa Moana hapū had valuable landholdings and customary fishing rights for tuna in and around Lake Wairarapa, however by the 1870s the settlers were putting increasing pressure on the Government to control the waterways because of the flooding that occurred on the settler farms around the lake when the inlets were dammed at harvest time for the eels. This continual settler and Crown pressure and coercion ultimately led to the hapū gifting the lake to the Crown in 1896 in exchange for other lands in the Wairarapa.

The Crown did not honour the original agreement and were not prepared to source lands locally in Wairarapa. With great reluctance, hapū leaders at that time accepted the land known as the Pouakani 2 Block in 1915 on behalf of the 230 owners nearly 20 years after the gifting of the lake. The land was like you see on the Desert Road, described as being poor land covered in stunted manuka, manaoa and tussock with no road access.

Road access was first available in 1946 for the building of the Maraetai dam by the Ministry of Works who had commenced major works without seeking the consent of the owners, and who at the same time took 2,000 acres under the Public Works Act for the dam infrastructure. These Crown actions have been the source of much angst for our owners and have been the subject of Treaty of Waitangi claims and Supreme Court legal proceedings which remain unresolved today.

The dam works however, did provide the opportunity for the owners to finally have access to their land and in 1947 the Board of Native Affairs accepted the Pouakani 2 Block application to join the Māori Land Development Scheme first set up by Ta Apirana Ngata in 1929.

For the period from 1947 to 1983 the Pouakani lands were developed by Native Affairs Department staff with the first 20 whānau from the Wairarapa moving to Mangakino to farm in 1948. The block was initially developed into twenty 100 acre dairy units and two large sheep and beef units with the remaining lands planted in pine forestry.

In 1983 the Māori Land Court made vesting orders and returned the land to the full control of the owners and set up a Section 438 Trust named the Pouakani 2 Trust and appointed as Trustee the Committee of Management of the Proprietors of Mangakino Township Incorporated. The Mangakino Township Incorporation had been established in 1956 to hold the forestry assets under a 3 Rotation Lease Arrangement and the Leases in Perpetuity for the Mangakino township land.

After 87 years the owners finally had full control of their lands after the original gift of the lake in 1896. The Pouakani 2 Trust and Mangakino Township Incorporation were subsequently amalgamated in 2002 and renamed the Wairarapa Moana ki Pouakani Incorporation.

Today, 128 years later WMI continues under the stewardship of the mokopuna of the original 230 owners, Kingi Smiler (Chair), Te Horipo Karaitiana (Deputy Chair), Anne Carter, Sonya Rimene and Brad Tatere. The Committee's aspiration is to continue to nurture our people, our taonga and our future guided by our values and the overarching philosophy of kaitiakitanga.

We acknowledge our whānau Tom Haeata and his wife Te Ruinga for winning the Ahuwhenua Trophy for Dairy in 1958 (2nd in 1957), Alfred Parker placed 2nd in 1963 for the Dairy competition and our Committee of Management for winning the Ahuwhenua Trophy for Sheep and Beef in 2005.

An important landmark on the Pouakani lands which the Committee and the local Community ensures is protected is the largest and oldest Totara tree in the world being an estimated 1,800 years old and standing 35 metres tall and 4 metres wide.





# Wairarapa Moana ki Pouakani Incorporation

## WHAT IMPRESSED THE JUDGES

### GOVERNANCE AND STRATEGY

A comprehensive strategic plan that is understood and articulated by all levels of the organisation and underpinned by a strong vision and principles that reflects their history and drive for excellence.

A strong desire for Farm 4 to be an exemplar for all their farms, and to be benchmarked in the top 10%.

A focus on active kaitiakitanga of their land and people.

### SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

Comprehensive distribution policy and social support including education grants, scholarships, housing, trade training, kapa haka and sponsoring high profile activities such as the Golden Shears.

Excellent focus on providing dividend returns, with \$13m returned over the past ten years, as well as good communication through a quarterly newsletter, pre-AGM roadshows and annual shareholder open days.

WMI utilise their expertise to provide pan sector leadership at local, regional and national levels.

### FINANCIAL AND BENCHMARKING

Exceptional financial results across the board. Excellent operating profits up to 50% above the benchmark driven by a continual focus to reduce farm working expenses, maximising pasture production, protecting fragile soils, optimising production with a herd with high genetic quality and a strong on-farm team.

Top 10% of benchmarked farms in Taupō area. Also operating well within the top quartile in the Waikato region with total ROA 15% – 17% and Operating ROA 9% – 11%.

Strong financial risk management with the team surrounding the farming operations, the daily dashboards, ten daily and monthly reporting. They have a milk price hedging policy of up to 25% of milk on the NZX.

### FEED PRODUCTION

Active management and reporting of feed covers / pasture growth rates.

Strategic use of PKE, nitrogen and irrigation with decisions based on future need, i.e., ahead of calculated feed deficits and aimed at maximising feed intakes.

Land management also reflects the soil type and varying topography across the farm to minimise soil loss through erosion.

### ANIMAL PERFORMANCE

Very strong focus on breeding the best animal for the land and climate and optimising productivity through feeding, good animal health including reducing somatic cell counts and strong reproductive performance. Good per cow production ranging from 420-450kgMS per cow.

Great to see the drive to maximise returns from lower BW cows and reduce bobby calves by focusing on producing good beef replacements utilising Murray Grey and Charolais genetics.



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## HUMAN RESOURCE AND HEALTH AND SAFETY

Comprehensive H&S and HR strategies and reporting systems from the farm to the board table and a range of key policies to support the teams.

Business strategy to retain staff by remunerating for experience, rather than losing control and offering contract milker or lower order contracts.

Training and development matrix in place for all staff to support learning and career development.

## ENVIRONMENT / SUSTAINABILITY

Impressive use of the Mauri Compass dashboard as the basis for the holistic management of land and protection of soils and soil organic matter, water resources, improved biodiversity outcomes and plantings for shelter and shade.

The retirement of the steep gully system as well as the extensive riparian boundaries and plantings.

Large reduction in N losses as well as investment in new infrastructure to manage dairy shed effluent.

## INNOVATION

A range of technologies used to measure, manage and monitor farm performance.

Strong connections with research organisations including investigations into accessing wider value chain opportunities.



*Farm 4 Manager, Kim Turner, starting up the irrigation with the phone app*



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## DIRECTORY

**Tribal affiliations:** Ngāti Kahungunu ki Wairarapa me Rangitāne o Wairarapa

**Number of owners:** 4,000

### COMMITTEE OF MANAGEMENT

Kingi Smiler, *Chairman*

Te Horipo Karaitiana, *Deputy Chairman*

Anne Carter, *Committee Member*

Sonya Rimene, *Committee Member*

Brad Tatere, *Committee Member*

Mihaere Kirby, *Pou Tikanga*

### FARM ADVISORS

Michael Allan, *Financial Advisor*

Lachie Grant, *Farm Environment Scientist*

Trevor Hamilton, *Dairy Farmer*

Ian Ruru, *Mauri Compass Advisor*

Dr Gavin Sheath, *Farm Systems and Soil Scientist*

### STAFF

Anaru Smiler, *Group General Manager*

Brett Bennett, *General Manager Finance*

Gareth Hughes, *General Manager Farms*

Kim Turner, *Senior Farm Manager and Farm 4 Manager*

Haley Webber, *Farm 4 2IC*

Chersonia Stowers, *Farm 4 Senior Herd Manager*

Corpow Potter, *Farm 4 Farm Assistant*

Brooklyn Webber, *Farm 4 Farm Assistant*

## FARM DESCRIPTION

Wairarapa Moana ki Pouakani Incorporation's (WMI) Farm 4 is a 379ha dairy farm (309ha effective) located at 258 Mitchell Road, Mangakino, Central North Island.

Soils are predominantly pumice based with 50% of the property contour as flat to undulating and the remaining 50% as rolling to very steep hill country.

The farm operates as a dairy farm System 3, and typically peak milk 980 spring calving cows with an average three year production of 425,000 kgMS, produced through a modern 54 bale rotary shed with in shed feeding, automatic cup removers and auto drafting facilities.

Five staff are employed incorporating casual labour for calf rearing. Around 70% of the herd is wintered off the platform.

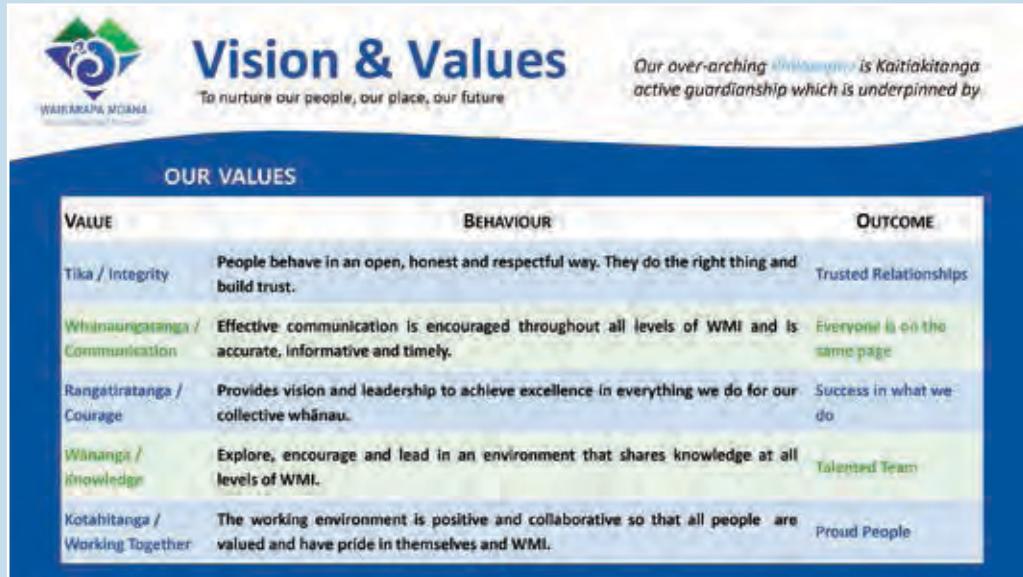
The climate is typically summer dry with a long-term average annual rainfall of 1,311mm per year.



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## GOVERNANCE AND STRATEGY

### VISION & VALUES



The image shows the 'Vision & Values' document for Wairarapa Moana ki Pouakani Incorporation. The document features a logo with a stylized 'M' and 'W' in blue and green, with the text 'WAIRARAPA MOANA' below it. The title 'Vision & Values' is prominently displayed in blue, with the subtitle 'To nurture our people, our place, our future' underneath. A quote on the right side reads: 'Our over-arching ~~philosophy~~ is Kaitiakitanga active guardianship which is underpinned by'. Below this, a table titled 'OUR VALUES' is presented, showing the relationship between values, behaviour, and outcomes.

VALUE	BEHAVIOUR	OUTCOME
Tika / Integrity	People behave in an open, honest and respectful way. They do the right thing and build trust.	Trusted Relationships
Whaimaungatanga / Communication	Effective communication is encouraged throughout all levels of WMI and is accurate, informative and timely.	Everyone is on the same page
Rangatiratanga / Courage	Provides vision and leadership to achieve excellence in everything we do for our collective whānau.	Success in what we do
Wānanga / knowledge	Explore, encourage and lead in an environment that shares knowledge at all levels of WMI.	Talented Team
Kotahitanga / Working Together	The working environment is positive and collaborative so that all people are valued and have pride in themselves and WMI.	Proud People

### STRATEGIC PLAN

At the end of the 20th Century the Proprietors of the Mangakino Township Incorporated (Mangakino Inc) managed and controlled the township and forestry assets and the Pouakani 2 Trust managed and controlled the farming assets. In 2000 the Māori Land Court replaced the Mangakino Incorporation as Trustee and appointed Kingi Smiler and Ron Mark both of whom had been recently voted onto the Mangakino Inc at the 1999 AGM. As a result of these leadership changes a new strategic plan was developed to address the township and farming performance which at that time was in the lower quartile benchmarks.

The Medium Term Goals and Actions (5 to 15 years) were as follows:

#### *Protect and Enhance Our Assets:*

- Amalgamate the assets of Mangakino Inc and Pouakani 2 Trust to operate the whole business 'Under One Umbrella.'
- Improve productivity by investment in training our people and better utilising productivity tools as well as improving our soils and pastures.
- Invest and upgrade infrastructure in fencing, roads and tracks, milking sheds and houses.
- Secure access to water for irrigation.
- Prepare detailed Land Environment Plans to guide best land use and farming practices to build resilient and sustainable resources.

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## *Industry Leader:*

- Benchmark our business and be ranked in the top quartile in our region.

## *Growth Beyond Current Assets:*

- Continuous evaluation of investment opportunities and synergies with existing assets.

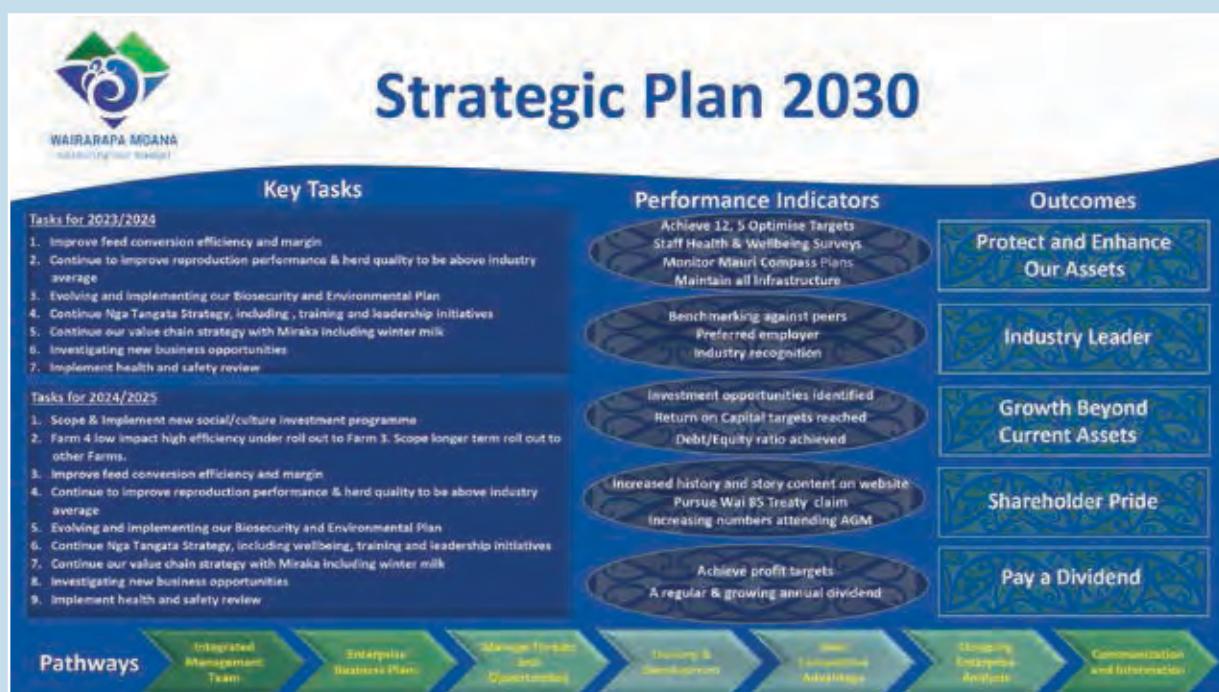
## *Shareholder Pride:*

- Improving shareholder communication and attendance at Annual General Meetings.
  - Continued investment in educational scholarships and whānau leadership.
  - Continued support for our tupuna marae and community activities.

## *Pay a Dividend:*

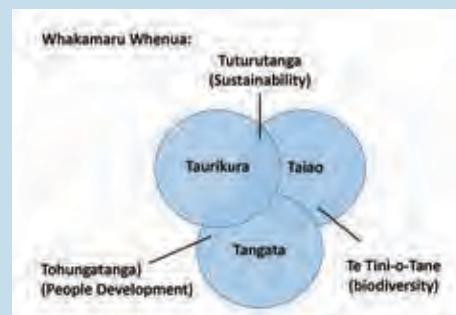
- Paying annual and growing dividends.

Set out below is a graphic summary of the current five year strategic plan to 2030.



## WHAKAMARU WHENUA PLAN

The Whakamaru Whenua Plan provides clear guidelines and a code of behaviour covering the key elements of our role as kaitiaki of our whenua. This is also integrated with the Te Ara Miraka Farm Excellence Programme adopted by our dairy processor Miraka Limited, as well as our Mauri Compass programme that guides our environmental goals.





## » Wairarapa Moana ki Pouakani Incorporation

### GOVERNANCE & SENIOR MANAGEMENT TEAM

A comprehensive review was undertaken of the constitution and a proposal was put to shareholders for the amalgamation of Mangakino Inc and Pouakani 2 Trust and approved by shareholders and the Māori Land Court in 2002. At the same time a name change to Wairarapa Moana ki Pouakani Incorporation (WMI) was also approved.

The constitution provides for:

- The Committee of Management shall comprise five members.
- Appointment is for three years.
- Annual elections with a rotation of 2:2:1.
- Online electronic shareholder voting has been available since 2015.

All current Committee members have attended appropriate induction and training programmes over the years and ongoing development is encouraged. WMI also have an annual scholarship programme for our rangatahi and we are confident that within our whānau we have the leadership and business skills to govern our business for future generations.

Our existing Committee is a very experienced group with a good gender balance and a diverse range of skills which provide good governance for WMI. New Committee member replacements typically occur every five years.

The day-to-day management and operations of the business is overseen by a senior management team, Anaru Smiler (Group General Manager), Brett Bennett (General Manager Finance), and Gareth Hughes (General Manager Farms).

They are supported by a head office team in Taupō and farm operations team in Mangakino. Secretariat and shareholder support is provided by our team in Masterton. In total WMI employs over 120 staff across all operations.

From time to time we also appoint advisors for specific areas of advice. During the period 2013 to 2018 we established a farm Business Advisory Group that comprised Dr Gavin Sheath, Dr Eric Kolver, Dr David Clark, Trevor Hamilton (a large-scale farm owner/operator) and financial advisors Michael Allan and Brett Bennett. They met three times a year to review progress on the farm business plan.

The annual planning cycle provides for an update of the Annual Business Plan and a rolling three-year financial forecast, along with a detailed annual budget which is approved by the Committee.

Communication and buy-in from our owners is critical. This is achieved by:

- Providing detailed Annual Report and Audited Financial Statements to all shareholders which are approved at Annual General Meeting (AGM); these meetings also provide for an update on the Strategic Plan, as well as the business case for any proposed major investments. Scholarship recipients often provide an update as well.
- Pre-AGM road shows are conducted every year in Auckland, Wellington, Hastings, Gisborne, Masterton, and Christchurch at which the Annual Report and Strategic Plan are reviewed.
- Comprehensive quarterly newsletters on key business and whānau activities are provided to all shareholders.
- Every third year the AGM is held in Mangakino and a comprehensive field day on-farm visit is held for shareholders and whānau, which also includes riparian planting on our waterways and whenua.
- On a periodic basis two day leadership hui are held with our scholarship recipients.
- Regular engagement with shareholders via Facebook and the website.



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## SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

### GOALS

- To support our six tipuna marae across Wairarapa and Mangakino.
- Investment into whānau education, social wellbeing, and future leadership potential.
- Investment into preserving and growing our cultural heritage.
- Investment into growing the wellbeing of our community.

### STRATEGIES

#### Marae Investment

WMI provides annual funding to our six tipuna marae (Pouakani – in Mangakino, Hurunui-o-Rangi, Te Ore Ore, Papawai, Te Rangimarie and Kohunui – in the Wairarapa), who provide support to our local communities.

#### Wairarapa Moana Whānau

- WMI provides annual educational scholarships.
- Scholarships that support our whānau to strengthen their knowledge and education and confidently provide leadership to our community.
- Grants that help our whānau find employment opportunities.

#### Ngā Tikanga Māori

- Wairarapa Moanatanga is supported through the commissioning of books, waiata and other programmes such as our whakakaha paepae, kaikaranga courses and Te Rangiura o Wairarapa Kapa Haka performing at Te Matatini, all which maintain the integrity of our culture and history.
- Investing to protect NZs largest and oldest Totara tree which resides on our whenua. This investment not only helps us fulfil our kaitiaki responsibilities for our taonga, but also provides a valuable tourism opportunity for the Mangakino and Whakamaru communities.
- Four kaumātua housing units are provided in Mangakino.
- Providing a campsite in our forest for whānau to be able to come stay and connect with their whenua, and hunting access to provide food for tangi and other whānau needs.
- Providing whānau with job opportunities within our business.



*Joe Taplin; three generations of whānau*





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## **Pan Māori and Industry Leadership**

WMI maintains a strong leadership role in the Māori and agribusiness community.

Our Committee of Management members and our Group General Manager are all active leaders across a range of organisations and initiatives such as:

- Te Tai Kaha
- Kahui Wai Māori
- He Waka Eke Noa
- Federation of Māori Authorities (FOMA)
- Ngāti Kahungunu ki Wairarapa Tamaki-nui-a-rua Settlement and Investment Trusts
- Rangitāne Settlement Trust
- Wairarapa Moana Restoration Trust
- DairyNZ Leaders Group.

WMI also plays host to industry field days that help the wider agribusiness community to connect and have access to a wide range of research and information from AgResearch, DairyNZ and FOMA, including:

- DairyNZ field days
- AgResearch field days on irrigation, cropping and fertiliser research
- FOMA performance plus field days
- Hosting Lincoln University students.

## **Community Wellbeing**

- Mangakino school projects such as their school farm, aimed at teaching students how to grow and cultivate their own food.
- Donates proceeds to Mangakino and Whakamaru school and kōhanga reo from calf rearing programme.
- Sponsorships that provide help to support our wider community, e.g., the Golden Shears.
- Providing land for the Waikato trails to run safely past Mangakino, which has provided tourism business opportunities for the whānau and wider Mangakino community.
- Waitomo fuel stop which provide much needed access to fuel for our community.
- Provide firewood for shareholders and local community.
- Feed Out sponsorship for Mangakino and Wairarapa communities.

## **Total Funding Contributions to Whānau and Community**

Our financial dividends to our shareholders and social/cultural dividend to our whānau and wider community over the last ten years is summarised below:

- Total financial dividend to shareholders: \$13m (average \$1.3m per annum)
- Total tikanga/social/community dividend to whānau and wider community: \$2m (average \$200k per annum).



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## FARM DATA AND KEY PERFORMANCE INDICATORS

### FARM INFORMATION

	2020/21	2021/22	2022/23	Benchmark
<b>Description</b>				
Effective dairy hectares	304	304	304	338.4
Support block effective area	0	0	0	22.6
Peak cows milked	1,013	972	974	911
Milksolids (MS)	451,437	407,698	416,324	353,117
Staff numbers (FTEs)	5.1	4.6	4.6	4.9
Imported supplements eaten (kg DM/cow)	864	869	716	931
Nitrogen (kg/ha)	122	104	119	127
<b>Physical KPIs</b>				
Cows/ha	3.3	3.2	3.2	2.7
KgMS/ha	1,485	1,343	1,371	1,044
KgMS/cow	446	419	427	388
MS % cow weight	96%	91%	89%	82%
Cows/FTE	199	211	212	186
KgMS/FTE	88,517	88,630	90,505	72,065
Pasture eaten (TDM/ha)	14.1	13.0	13.9	10.5
6-week in calf rate (%)	68%	68%	74%	67%
<b>Liquidity (Cash)</b>				
Net cash income (\$/KgMS)	7.84	10.13	8.43	8.94
Farm working expenses (\$/KgMS)	4.29	4.75	5.14	6.36
Cash operating surplus (\$/KgMS)	3.55	5.37	3.28	2.59
<b>Operating profit \$/ha</b>				
Gross Farm Revenue/ha	11,900	13,246	12,331	8,674
Operating Expenses/ha	6,860	6,925	7,198	6,535
Operating Profit/ha	5,040	6,322	5,132	2,139
<b>Operating profit \$/KgMS</b>				
Gross Farm Revenue (\$/KgMS)	8.01	9.86	8.99	9.05
Operating Expenses (\$/KgMS)	4.62	5.16	5.25	6.82
Operating Profit (\$/KgMS)	3.39	4.71	3.74	2.23
Operating Profit Margin (%)	42.4%	47.7%	41.6%	24.7%

*Benchmark: Taupō District Council.*

*Financial KPIs from Owner Operator farms only.*

*Benchmark data as at 7 March 2024.*



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## BUSINESS MANAGEMENT

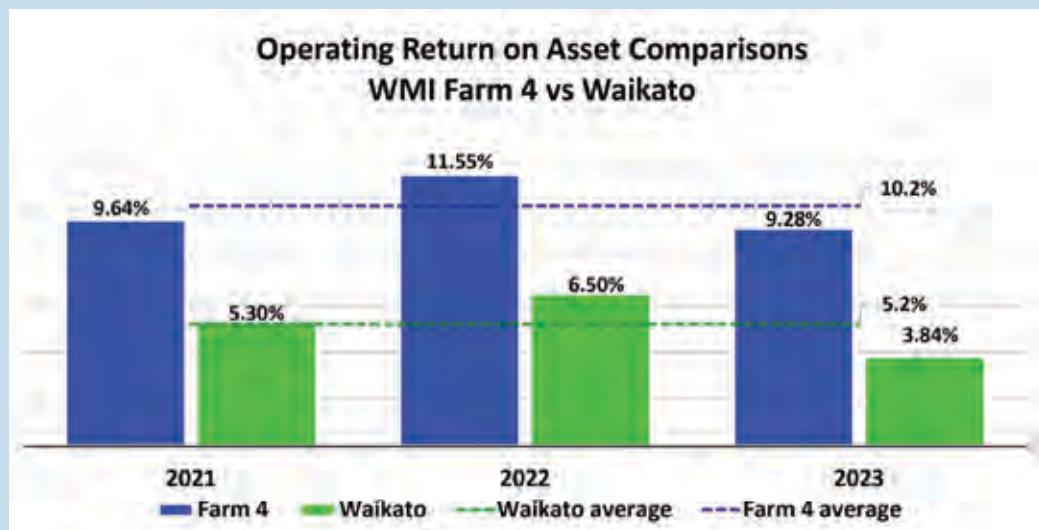
### GOALS

- Produce quality milk efficiently and cost effectively, from quality pastures.
- Develop and implement highly optimised robust operating systems.
- Benchmark our business to be ranked in the top quartile for our region.
- Provide enduring shareholder value.

### KEY PERFORMANCE INDICATORS

- Benchmarking of physical and financial performance against industry benchmarks to operate in the top quartile.
- Annual business planning including three yearly budgets.
- Detailed monitoring with operational insight reporting and review processes to ensure strategic objectives are achieved.
- On-farm actions that deliver high rewards under the vertically integrated Te Ara Miraka premium framework.

The following graph highlights the Farm 4 operating return on assets against Waikato benchmarks for 2021 to 2023.



Source DairyNZ Economic Survey 2021 and 2022 (2023 data as provided)

\*\*Preliminary Taupō operating profit catchment information ex DairyBase. ROA for 2023.

### LEAD INDICATORS

- Industry benchmarking is completed across the farm enterprise so we can review performance against industry standards.
- Farm 4 operates in the top 10% of the DairyBase regional benchmarks for 2021 to 2023 and has significantly outperformed industry benchmarks in 2023 with strong management practices and attention to detail.

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## CRITERIA FOR INVESTMENT

For each opportunity we run a long-term budget utilising Net Present Value and return on asset calculations along with other investment and payback metrics. The investments reviews are not just isolated to one metric. Other important factors such as overall strategic intent, environmental reasons, along with animal welfare and people are all important considerations.

## STRATEGIES

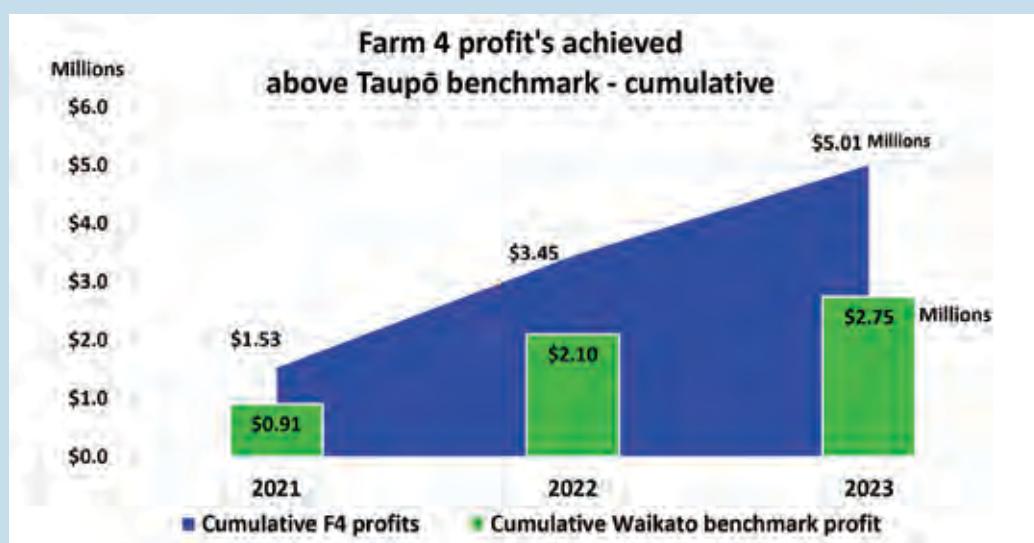
- To operate a high care, high efficiency, dairy farm system that can consistently deliver high returns under a range of economic and climatic conditions.
- Develop and operate robust operating systems that ensures optimised Feed Conversion Efficiency (FCE) is achieved, along with excellent cost management through monitoring processes and attention to detail.

## PLANNING AND REVIEW CYCLES AND BUDGET IMPLEMENTATION

- Annual business plans are established and approved by the Committee. Three yearly budgets are prepared.
- Quarterly review and financial reforecasts for year-end position along with comprehensive physical and financial KPI reporting.
- KPIs include cashflow, EBITDA results per ha, cow and kgMS.
- Feed drivers, enabling costs and debt servicing metrics per ha, cow and kgMS and operating costs % GFI.
- Variance reporting including price and volume along with capital expenditure reporting.
- Comprehensive reviews of physical and financial data and KPIs monthly.
- Ten daily feed reporting.
- Daily dashboard providing key information to assist in early on farm actions.

## WEALTH CREATION

The graph below highlights the strong cumulative operating profit performance for Farm 4 over the three years against those of the Taupō benchmarks.



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## FEED PRODUCTION

### GOALS

- Develop and improve soil fertility and health.
- Optimise FCE within a high care, high efficiency dairy farm system.

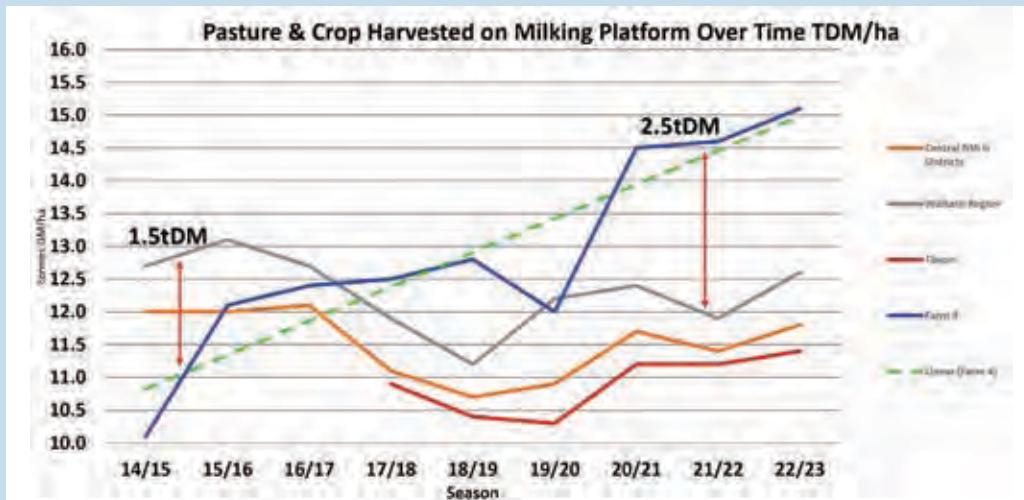
### Focus area: pasture management, crops, supplements

#### *Pastures*

- Grow and harvest as much pasture efficiently as possible using land and water resources available.
- Optimised FCE operating under a high care high efficiency farming philosophy.
- Pastures are assessed annually via three methods to ensure continual high performance. Annual pasture scoring, ten day walks to measure pasture growth in every paddock and manager observation.

#### *Feed management*

With improved soil fertility, pasture growth and pasture harvest is a key focus for Farm 4. The graph below highlights the pasture harvest improvements made on Farm 4 since 2014/2015 season.



Pasture grown has averaged 14.8 TDM for 2022 and 2023 seasons. Silage is made on the dairy platform with around 90% of the cows' diet being pasture based. This is monitored through careful feed planning residual management, manager observation and execution throughout the season.

### Focus area: soil management and fertility

#### *Contour, land and soil management*

Farm 4's contour is described as 50% flat to undulating and 50% rolling to very steep hill country with free draining high P retention soils. Limitations include slope and erosion potential, along with the potential for high rates of N leaching if not carefully managed and susceptibility to drought.

Soil studies have been undertaken to better understand the soil properties:

- To identify limitations and opportunities within the soil and land resources using specific soil research and comprehensive land use capability assessments (LUC).
- To develop farming system practices that are best suited to the soil type, contour and fertility so as to ensure sustainable management of physical resources for current and future generations of whānau.
- To develop soils over time from a brown top based sheep and beef farming system to a ryegrass/clover dominant pasture suited to dairy farming.
- Optimal fertiliser use based on not only best practice but sustainable and efficient farm practices for this farm on pre-determined validated transect information.



# Wairarapa Moana ki Pouakani Incorporation

## ANIMAL PRODUCTION

### GOALS

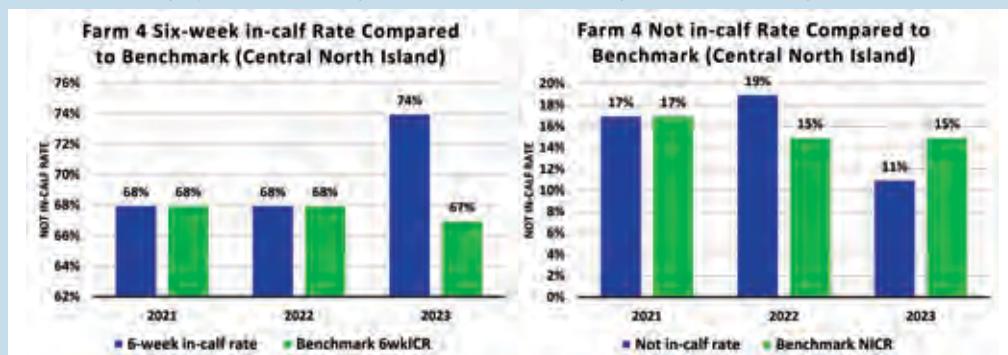
- Milk Production – be ranked in the top 10% of regional benchmarks for per cow and per hectare for milk production, cost of production and profit with a low carbon footprint.
- Herd Quality – animal genetics crossbred herd ranked within the top 10 % of industry for breeding and production worth.
- Reproduction targets of six-week in-calf rate of 75% and empty rate of less than 12%.
- Achieve or exceed best practice body condition score targets throughout the season.
- Livestock Growth – achievement of replacement heifer targeted weights throughout the year.
- Milk Quality – achieve annualised Somatic Cell Count (SCC) of less than 120,000.

### SUMMARY OF BENCHMARKING KPI's – DAIRYBASE

Key Performance Indicator	Farm 4			Taupō Benchmark		
	2022/23	2021/22	2020/21	2022/23	2021/22	2020/21
Pasture Harvested per Ha (tDM/ha)	15.1	14.6	14.5	12.1	11.0	11.5
Total Feed Eaten per Ha (tDM/ha)	19.8	19.0	20.7	17.1	16.2	15.7
Production Per Cow (kgMS)	427	421	447	393	380	394
Production Per Hectare (kgMS)	1,356	1,328	1,470	1,165	1,067	1,087
Feed Conversion Efficiency (kgDM per kgMS)	11.7	11.8	11.4	12.5	12.7	12.4
Milksolids as % of Liveweight	89%	91%	96%	83%	80%	84%
Breeding Worth	255	239	223	201	189	134
Production Worth	308	300	296	254	235	163

### Farm 4 animal production highlights:

- Harvests around 3 tonne dry matter (TDM) more than the benchmark each.
- Has higher per cow production being around 430kgMS a cow which on average is around 40kg a cow higher than the benchmark.
- Achieves high per ha production and is around 320kg per ha or 30% higher per ha than the Taupō benchmark.
- The feed conversion efficiency (FCE) is very important, and the extra feed has not only been converted to extra production it has also been achieved more efficiently than the benchmark.
- This combination of feed efficiency and cost control drives better financial performance and a key driver as to why Farm 4 is consistently very profitable.
- Farm 4 have a highly efficient PW high BW index herd operating in the top 25% of genetic merit.



- There has been a significant improvement in the six week in calf rate in 2023 as well as an improvement in the not in calf rate.



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## **Focus area: herd fertility**

### *Key focus areas*

- Herd quality – breeding the most efficient cows to become converters of feed into milk is an important characteristic to improve overall feed conversion efficiency and achieve excellent financial results.
- Body condition scores are measured at crucial times of the year to ensure animal health and overall performance.
- Reproductive strategies that enhance the genetic merit of the herd and improve overall animal efficiency.
- Daily monitoring of SCC to ensure quality milk is produced for market specifications and drive for optimum performance in animal health.
- Ensure the five freedoms of animal welfare are provided, these are; Freedom from hunger and thirst, discomfort, pain and injury, fear and distress and to express normal behaviour.

## **Focus area: dairy replacement**

- Replacement heifer calves achieve a minimum of 100kg before leaving the dairy platform. This is followed up with monthly weighing and monitoring measures at the dairy support unit to achieve desired animal outcomes.



*Charolais Beef Calf Programme for Wi Pere Trust*



# »»» Wairarapa Moana ki Pouakani Incorporation

## HUMAN RESOURCE AND HEALTH & SAFETY

### GOALS

- To improve performance by investing into the training and development of our people.
- To provide a safe working environment and culture.
- To provide a desirable workplace that looks after the wellbeing of our people.



### STRATEGIES

#### WMI Brand

WMI Brand is based on our values and a workplace which encourages:

- Open, honest, and respectful behavior with each other.
- Good communication, sharing knowledge.
- Pride and excellence in everything we do.

#### Desirable Workplace

We have a strong focus on looking after the wellbeing of our people through our mental health support programmes and regular health checks.

Our roster system ensures staff are getting regular time off to re-charge, reduce stress and fatigue. This is monitored closely by senior management to ensure fairness and consistency across all farms.

We carry out culture surveys to enable everyone in the organisation to express how we can continue to nurture a desirable workplace.

#### Recruitment

Strong leadership and a well performing team are key to success. Farm 4's Manager and 2IC roles have been with WMI for the past six seasons, providing stable management of the Farm 4 system over this time.

Our HR manager will help find Farm Assistants and Farm Managers and will interview and make recruitment decisions to ensure new staff will be a good fit for their teams.

#### Staff Inductions

Our induction process is designed to introduce new staff to WMI. This includes educating them on our policies and practices, establishing training and development goals and providing feedback on their progress over their first three months.



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## Training/Performance

We use a training matrix to identify the skills required for staff to carry out their roles successfully.

Staff are regularly assessed on their performance against the matrix, to ensure we continually provide them with the training and on-farm coaching to meet requirements.

## Health & Safety

Health and safety (H&S) is a key part of WMI's wellbeing focus for its people. While we recognise the inherent dangers of working in a farming environment, we want to ensure that our systems and culture provide our people with as safe a work environment as is possible.



- The Safety Management System is our overarching document that maps our total H&S system and policies. This includes our H&S committee (comprising farm staff and our H&S consultants) that regularly review that our policies remain fit-for-purpose.
- Our lead indicators report monthly on toolbox meetings, near misses, hazard reporting and equipment maintenance checks to help us build a proactive H&S culture.



Haley demonstrating safe use of motor bikes

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## ENVIRONMENT / SUSTAINABILITY

### GOALS

- Land resources enhance the mauri of the soil ecosystem, including soil fertility, soil health and land use.
- Water resources – protection and enhancement of our water resources through wise use, including water quality, water use and efficiency, and nutrient losses.
- Climate and GHGs – to have sustainable farm systems that are flexible for climatic challenges whilst looking for opportunities to reduce our GHG footprint.
- Biodiversity and conservation – enhancing existing biodiversity, protecting native species and natural habitats, reviving natural habitats, and developing new ecosystems.

### Whakamaru Whenua Plan

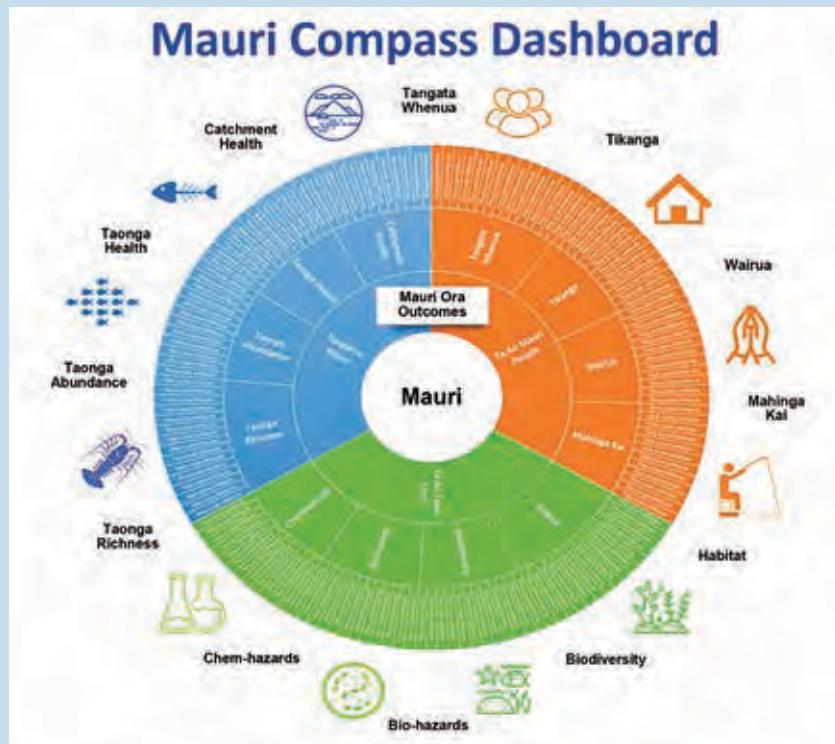
To deliver on our vision and goals, WMI is guided by our Whakamaru Whenua Plan, which provides a code of behaviour and clear guide to the Committee of Management, the management team plan and staff.

To give effect to this, WMI has initiated the use of the Mauri Compass and Integrated Farm Environment Plans, to help monitor and implement into practice our environmental goals and responsibilities.

### KEY PERFORMANCE INDICATORS

#### Mauri Compass

The Mauri Compass is a framework that WMI has started to implement for analysing and restoring the mauri of our waterways and brings together our matauranga with western science.



# » Wairarapa Moana ki Pouakani Incorporation

## STRATEGIES

### Farm 4 Integrated Farm Environment Plans

Our detailed Farm Environment Plans help provide WMI with a robust environmental management blueprint and workplan into the future.

#### *Land Resources*

The aim is to optimise land use across all landscapes and ensure soil health is being maintained or enhanced. Land resources under both pastoral farming and forestry regimes should not be degraded by farming practices/activities. KPIs are matching land use with land type, benchmarking and monitoring of soil health, soil fertility, pastures, effluent, and water use efficiency.

#### *Water Quality*



*Setback on Farm 4. Minimum around waterways is 30m up to 500m*

The aim is to have water quality that leaves WMI farms as good as or better than when it enters the property. KPIs include compliance to national and regional regulations and management of critical source areas identified on the farms and to undertake annual monitoring using both the Mauri Compass and the Stream Health Monitoring Assessment Kit. The initial results indicate that the two major streams are both very good.

Our freshwater farm plan has been prepared well in advance of regional plan requirements of 2025. The catchment context under Te Mana o Te Wai NPSFM 2020 is still to be completed by the Regional Council. Current reports on the status of our catchment indicate that all test sites have a good state for nitrate, ammonia and DRP and are already meeting the long term (80 year) targets.

#### *Climate Change*

The aim is to reduce net greenhouse gas emission and have a plan in place to deal with the increasing risk of extreme weather events. KPIs include year-on-year reductions in net greenhouse gas emissions and having drought and flood plans in place.

#### *Biodiversity*

The aim is to ensure the activities on farm maintain the indigenous biodiversity on the property and to look for ways of enhancing it. KPIs include species monitoring and the impact of land management decisions.

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## KEY STRATEGIES

### Strategies and Actions Taken to Date on Farm 4

#### *Land Resources*

- Maintained a no-cropping policy, and low tillage sowing techniques for pasture renovation to minimise soil disturbance and environmental impacts.
- Primarily undertake winter grazing on our dairy support units to help minimise nutrient losses.
- Since 2016 we have reduced nitrogen losses from 68kg N/ha/yr to 46kg N/ha/yr.
- Achieved a highly efficient nitrogen conversion efficiency calculated using the Overseer model of 34%.
- Achieved reduced phosphorous losses of 2.6 kg/p/ha, which is low considering Farm 4's steep slopes and soil profile.

#### *Water Quality*

- Maintained natural bush setbacks between 30m to 500m along the Mangakino river, leading to full stock exclusion along this major water body.
- Pasture and stock management practices to mitigate the risk of effluent contamination to groundwater and waterways.
- Fertiliser and chemical management practices to avoid nutrient and chemical contamination.
- Irrigation and water take management practices to avoid increased contaminant loss.
- A Torpedo Travelling Effluent cannon enables variable application rates for spreading the effluent.

#### *Climate Change*

- Farm 4's greenhouse gas is 11,557 CO<sub>2</sub> kg/ha/yr or 4,390 CO<sub>2</sub> tonnes/yr.

#### *Biodiversity*

WMI has significant biodiversity across all its whenua and have an active programme of enhancement.

Over the last three seasons, Farm 4 has planted over 11,000 native plants in flax gully, 1.5km shelter belts (804 poplars and 2,043 mixed native plants) and planted wetlands.



*Biodiversity planting on Farm 4 undertaken by shareholders and whānau*



# » Wairarapa Moana ki Pouakani Incorporation

## INNOVATION

### GOAL

To be an early adopter of technology and innovation for improvement of farming practices and business performance.



WMI has been involved with research and development projects both on and off farm for over 20 years.

It started in 2003 with a comprehensive survey on our soil physics and water holding capacity done by Hort Research leading to putting 150ha centre pivot irrigation with a further 800ha added in 2011/12. The irrigation has underpinned and strengthened the resilience of our farming enterprise and to deal with difficult drought conditions that typically occur two-three times every ten years.

These studies were supplemented with a number of AgResearch soil programmes over the next 10 to 15 years which assisted greatly in developing our Farm 4 high-care high-efficiency system.

Our Immunoglobulin A (IgA) programme started in 2005, which involved developing a whole value chain of boosting the IgA proteins in our cows and processing into final products for such things as gut health. It also provided an impetus for the creation of our investment in establishing Miraka Ltd, as in those earlier years there were no third party toll processing facilities available.

The creation of Miraka in 2011 and taking our products directly to the world, was the realisation of our strategic plan to grow beyond our current land holdings.

We have completed a number of feasibility studies of alternate land uses from Gold kiwifruit to truffles including an organic/regen farm system and have been earlier adopters of technology such as replacing most of our herringbone sheds with rotary sheds, upgrading our irrigation system with Halo technology for remote control of the irrigators and live reporting of our compliance with consent conditions, as well as trialling Allflex cow collars to improve reproduction and cow health.

# »»» Wairarapa Moana ki Pouakani Incorporation

## INFRASTRUCTURE

### GOALS

- Invest in quality infrastructure and technology to support efficient and sustainable farming practices.
- Secure water for irrigation purposes.
- Develop soil fertility to optimal levels.

In 2011 WMI secured a 20 year water consent. 800 hectares of centre pivot irrigation was constructed in 2012 across the dairy platform with 105ha on Farm 4. This was a strategic resource to provide certainty for planning, feed management purposes and to provide resilient farm systems.

With aging infrastructure and a desire for optimisation, a reconfiguration of Farm 4 was undertaken in 2014 by building a new 54 bale rotary milking shed including automatic cups removers, in shed feeding and other shed technologies. The location of the infrastructure was decided on after considering contour, stock management and stock performance limitations.

The milking shed upgrade included a new purpose built lined effluent pond and piping for 69ha of effluent area. Water troughs have been upgraded across the platform with two troughs per paddock.

Five houses have been upgraded to ensure that the infrastructure is maintained to a high standard.

Soil development programmes commenced in 2004 including, fertiliser and pasture renovation programmes.

Shelter belt and biodiversity plantings have also been completed.

The total cost of Farm 4's capital development and infrastructure upgrade over the last ten years totals approximately \$3.2 million.



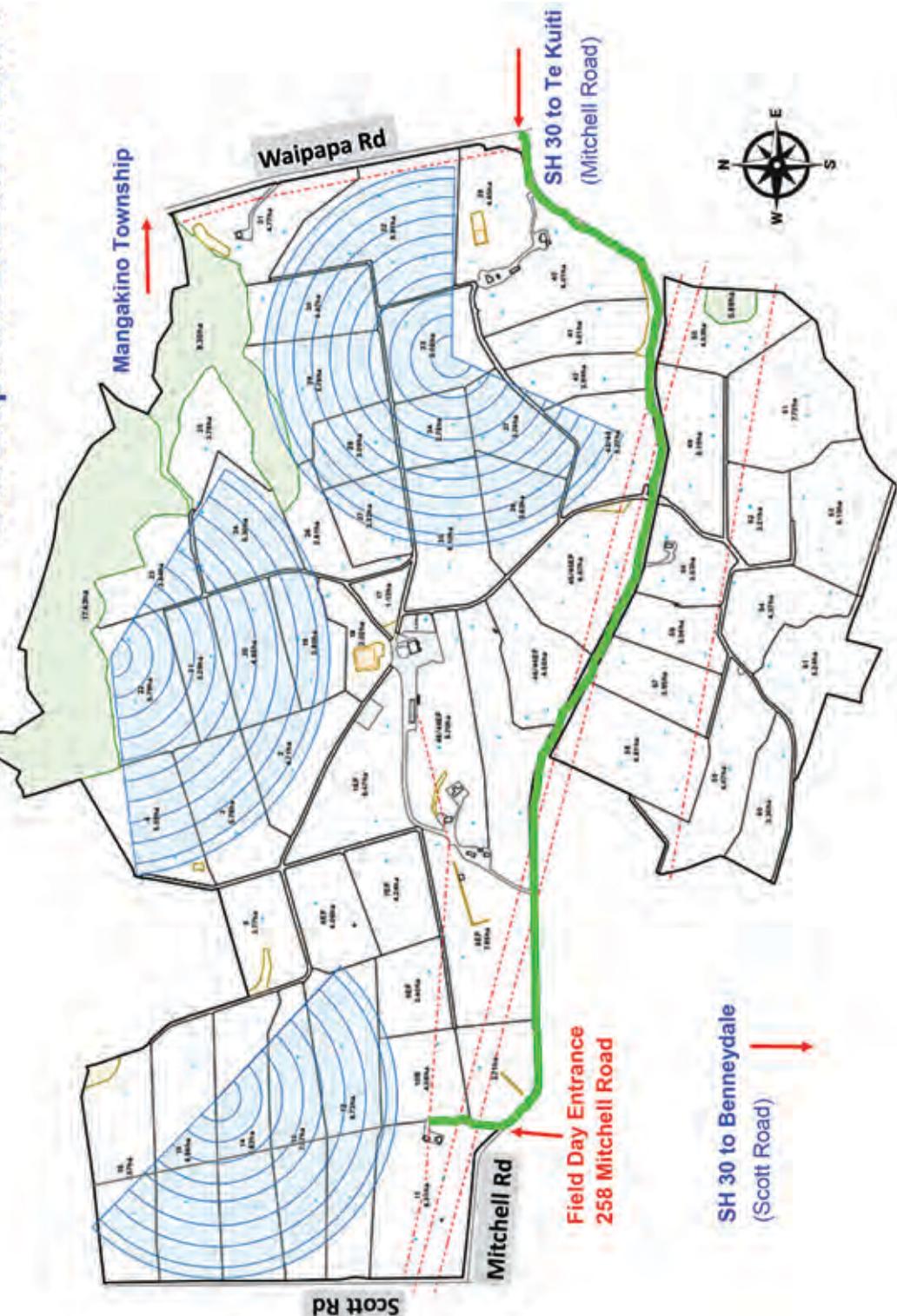
*Farm 4 Dairy Shed*



## » Wairarapa Moana ki Pouakani Incorporation

### FARM MAP

#### Wairarapa Moana Inc - Farm 4





# Progressing a positive future for New Zealand dairy farming

**We are proud to sponsor the Ahuwhenua Trophy, celebrating excellence in Māori dairy farming.**

DairyNZ helps all New Zealand dairy farmers lead the world in sustainable dairying by investing in research, new solution and advocacy. We believe that dairy has a bright and positive future and that by working together with farmers and others, we can achieve purposeful change.

Fonterra e tautoko ana i ngā mahi ahuwhenua Māori kia kounga, kia angitū, kia eke.



**2024  
AWARDS DINNER  
Friday 17th May**

*The Globox Arena,  
Claudelands Event  
Centre, Hamilton*

For further details email:  
[info@ahuwhenuatrophy.maori.nz](mailto:info@ahuwhenuatrophy.maori.nz)



*Finalists, whānau and supporters celebrate the 2021 Ahuwhenua Trophy Awards Dinner for Dairy in New Plymouth*

# »» Whakatōhea Māori Trust Board

*2500 Waioweka Road, State Highway 2, Ōpōtiki*

Field Day: Thursday 4<sup>th</sup> April 2024





# »» Whakatōhea Māori Trust Board

## FIELD DAY PROGRAMME\*

9:30	Pōwhiri at Terere Marae, 50a Te Rere Pa Road, Ōpōtiki
10:00	Morning tea
10:30	Welcome and programme introduction
10:40	Presentation: History; Governance; Strategy and Business Planning
11:00	Property tour (includes packed lunch) Stop 1: Lands and Pastures Stop 2: Animals and People
1:00	Presentation: Financial Performance; Benchmarking
1:30	Judges' comments
1:40	Award ceremony
2:00	Refreshments

\* Times are approximate

## IMPORTANT NOTES FOR FIELD DAY ATTENDEES

The owners of the property wish to point out to all visitors to their property that a number of potential hazards exist in the course of travelling over the property in vehicles, and in moving around the facilities. While the owners have taken all reasonable care in making your visit to the property as safe as possible, including preparation of a health and safety plan for the day, they clearly point out that you enter the property at your own risk. The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.

Protect our industry – please arrive with clean boots to reduce the risk of spreading a disease, pest or weed.





# » Whakatōhea Māori Trust Board

## HISTORY

Whakatōhea derives mana motuhake from Ranginui and Papatūānuku and the eight generations of whakapapa to Irakewa and Wekanui, parents of our ancestress, Muriwai of the Mataatua waka. The union of Muriwai's daughter, Hine-i-kauia to the warlord Tūtāmure of the Nukutere waka laid the foundation for the Whakatōhea iwi to reside within their boundaries from Ohiwa harbour to the west, Ōpape in the east and the Motu in the south. The name Whakatōhea is a reflection of resilience, strength and tenacity as a tribe that had all its land confiscated.

In 1866 Whakatōhea lived along the rich alluvial shores of the Eastern Bay of Plenty, known as te rohe o Whakatōhea, and later to be known as Ōpōtiki. It was during this time 144,000 acres of Whakatōhea land was confiscated by the Crown, and Whakatōhea people were uplifted and placed on the Ōpape Native Reserve where our people were left to perish. The remaining 491,000 acres was mountainous hinterland and uninhabitable.

On the 14 September 1914, Mēhaka Wātene, Tauhā Nikora and Paora Taia along with 166 others, petitioned Parliament to seek the return of our land. Thirty two years later, the Crown finally agreed to grant Whakatōhea compensation of £20,000 to be paid to the Māori Trustee on 14 November 1946.

In 1947, Chairman Tua Hudson of the Whakatōhea Tribal Executive met with the Crown and proposed that the fund would be spent on the purchase of land. From this meeting, the inaugural members of Whakatōhea were elected representing the six hapū o Whakatōhea.

There was but one objective: "A kāti, ko te moni raupatu me tatū ki te whenua, ā ki roto tonu i Ōpōtiki – Enough, the settlement money shall be applied to the land only within Ōpōtiki. The land was seen as the foundation on which to build a lasting future for all Whakatōhea.

Five years later, J.G Murray dairy farm was purchased on 1 October 1952. Three years later, the Whakatōhea Māori Trust Board was formed under the Māori Trust Board Act 1955 and is still in existence today. Following the purchase of the first dairy farm the Board purchased the second farm, Guy Gaskills in 1960, George Coopers in 1970, Tom Traffords in 1986, and the last farm from Keith Kerr in 1990. This allowed the blocks to form one contiguous farming block.

The Trust Board entered into a 50/50 sharemilker agreement that lasted for several years which enabled them to acquire more land to build its first board room and offices. When the 50/50 sharemilker agreement for both farms expired in 2007, the Trust Board purchased a new herd to be managed by the farm manager.

Throughout the Trust Board's history since 1947 there have been key themes important to Whakatōhea:

- Strategic purchases of land.
- Protection, development, growth and prosperity of the Whakatōhea farm.
- Cultural grants to Whakatōhea beneficiaries to strengthen their reo and identity.
- Marae and hapū grants to grow their Whakatōhea knowledge base, whakapapa and whenua.
- Education grants and scholarships to build capacity and capability.

These themes continue today to be the driving strategies that now encompass wider initiatives such as economic, social, health, and environmental investment.



# »»» Whakatōhea Māori Trust Board

## WHAT IMPRESSED THE JUDGES

### GOVERNANCE AND STRATEGY

A clear and comprehensive strategy and vision shared throughout the organisation that drives governance and on-farm performance.

Actions are based on a shared history with trustees having a strong understanding of the business and a clear mandate from whānau.

Recognition of the work that has gone on to reach a settlement as well as meeting the demands of setting up the structures required for the PSGE.

A very strong team working with a shared history and looking to do the best for their land and their people with a strong focus on governance, financial management and the community.

### SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

Successful focus to employ people from Whakatōhea with all staff having whakapapa back to Whakatōhea.

Strong support and connection to the wider community including pre-school, hapū and marae, youth hub, trade, papakainga etc.

Clear strategy to ensure 2% of annual profits are distributed to owners.

### FINANCIAL AND BENCHMARKING

Economic returns part of a five year strategy through 2025 focused on further land acquisitions and climate proofing.

Comprehensive approach to budgeting from farm staff to the Board with a focus targeting surpluses with regular monitoring and reviews of cashflows and budget.

Budget process incorporates both short and long-term goals and strategies.

### FEED PRODUCTION

Strong focus on feed budgeting, monitoring and feed allocation to maximise animal performance with staff involved throughout.

Decisions on supplements driven by economics – clear understanding of costs / kgDM etc.

### ANIMAL PERFORMANCE

Able to customise in-shed feeding using Protrack to preferentially feed lighter cows.

Good reproductive performance when compared to benchmark.



# »» Whakatōhea Māori Trust Board

## HUMAN RESOURCE AND HEALTH AND SAFETY

Excellent health and safety polices and practices in place including annual hearing tests for all staff, wellbeing support and speed limits around houses and around the farm.

Good team culture and training support for the team.

Great to see Farm Manager, Josh Collier attending wider industry discussion groups – Eastern BoP Māori Farmers and Sustainable Farm Planning.

## ENVIRONMENT / SUSTAINABILITY

Very encouraging major infrastructure changes, e.g. moving raceways, upgrading effluent system etc, to reduce the farm's impact on freshwater quality and biodiversity as advised in their Farm Environmental Plan.

On-going planting and riparian management programme.

Use of sensors to measure water quality and assess the farm's impacts on the Waioeka River.

Very positive that the farm had been part of the Fonterra: Nestlé greenhouse gas farmer support pilot.

## INNOVATION

A range of innovations have been adopted including DNA profiling, and the use of LIC SPACE and Protrack.



*The eye of the maize*





# »» Whakatōhea Māori Trust Board

## DIRECTORY

**Tribal affiliations:** Whakatōhea

**Number of whānau:** 17,878

**Trustees:** Twelve

### TRUSTEES

Robert Edwards, *Chair of Trust Board*  
Maui Hudson, *Deputy Chair*  
Graeme Riesterer, *Farm Chair*  
Tahu Taia, *Farm Committee Member*  
Bradley Walker  
Te Kahautu Maxwell  
Karen Mokomoko  
Micah Tawhara  
Marcel Pio  
Jimmy Hills  
Upokorehe - *Vacancy*  
Ngati Rua - *Vacancy*

### STAFF

Dickie Farrar, *CEO*  
Josh Collier, *Farm Manager*  
Fred Collier, *Assistant Farm Manager*  
Blair Crawshaw, *Support Farm Manager*  
Te Motunui Insley, *Senior Dairy Assistant*  
Te Maitaranui Rikihana-Heke, *Farm Assistant*  
Henare Howard-Pore, *Relief Milker/Calf Rearer*  
Priscilla Drummond, *Finance Manager*

### FARM ADVISOR

Mark Johnston

### ACCOUNTANTS

Cookson Forbes & Associates

## FARM DESCRIPTION

Te Riu o Kānapanapa dairy unit is a collective of five dairy farms and is located 4km south of the Ōpōtiki township along the Waioweka straight.

The 218ha property comprises 204.7ha of corpus whenua and 13.3ha leased, calving 750 cows with a milk production target of 300,000 kgMS. The soil type is predominantly recent alluvial loam that is well drained and divided into two river terraces. The farm is protected from flooding by stop banks on both the Waioweka river and Mill stream.

The climate provides an evenly split 1,327mm of rainfall annually, although Spring can be challenging during heavy rainfall periods. Summer milk production is limited by C4 grasses – specifically Yellow Bristle grass, Paspalum and Summer grass.

A new 60 bail rotary cowshed was constructed in 2013, combining what was two separate dairy units into one. The dairy shed includes GEA Technology, Protrack Vantage, an in-bail teat spraying, ACRs and in-shed feeding. A 600-cow capacity feedpad is located beside the dairy shed along with lined effluent pond, solids bunker and silage pit.

The philosophy is to create a sustainable farming business that utilises all natural assets, maximising feed utilisation while limiting exposure to external feed prices. A farm system 3 is targeted to enable feed deficits to be filled.



# »» Whakatōhea Māori Trust Board

## GOVERNANCE AND STRATEGY

### VISION STATEMENT

#### *Ko Te Kai Hoki i Waiaua*

#### *The food bowl that feeds the world*

In 2012 our kaumātua and trustees of the six hapū held wānanga and spoke about their life and growing up as a young person in Whakatōhea. Their stories were filled with the love of the land and the sea and what the environment taught them and continued to teach them throughout their life.

Along the shores from Ōpape, Waiaua to Ohiwa there was an abundance of food, everything flourished around them on land and sea. They had intimate mātauranga of the maramataka and the best seasons for growing, gathering, and storing food. The hills, mountains and flat lands were filled with pigs, fruit, beef, dairy cows, milk and cream to sustain our people. The streams, rivers and oceans were alive with flounder, fish, whitebait, kōura, mussels, kina, pipi and eels. There were birds and eggs, and gardens that overflowed with kūmara, taro, and rīwai. They were deeply connected to this living ecosystem and were strongly influenced by karakia and tikanga within the realms of Ranginui and Papatūānuku.

It is this vision that has transcended time and will help guide our mokopuna and future generations towards a more prosperous future. In 2023 this vision was reconfirmed by kaumātua and the Trust Board with a focus on food sovereignty and food sustainability.

#### **Our intergrated strategies form our six strategic pouwhenua:**

- Our **cultural** identity of who we are and what we stand for. Our voice, our reo, our heritage.
- Our drive to be well **educated, healthy** and **socially** connected no matter where we are in the world.
- That we are **economically** and commercially savvy.
- Our strategies build on our kaitiaki responsibilities of the **environment** we co-exist in, and the direction the dairy farm is taking for the future.

These six strategic pou were created from the aspirations of 700 individual whānau interviewed in 2012 as well as the aspirations and voice of a further 800 of our people as we travelled around the country during our treaty settlement journey. They are the guide and foundation upon which the Trust Board's 50 year strategy, and five year annual strategies have been developed.



*Riparian planting*

# »»» Whakatōhea Māori Trust Board

## STRATEGIC PLAN

### **Our purpose:**

*Kia rangatira ai ngā uri o Te Whakatōhea*

To lift our nation, to grow and invest in the wellbeing of our people.

### **Our values:**

*Matawhānui*

- Seeing the bigger picture.

*Rangatiratanga*

- Leadership, taking ownership.
- Act with dignity and humility.
- Ask for and expect excellence.

*Kaitiakitanga*

- Guardianship and stewardship.

*Whanaungatanga*

- Relationship building.

*Manaaki i te tangata*

- People matter.

### **Goal:**

*Mā te whai rawa ka pūāwai te mana o Whakatōhea. Kānapanapa Dairy Farm*

By 2025: Pioneering sustainable practices, we will lay the foundation for a regenerative economy by promoting sustainable business practices and ethical entrepreneurship. We will collaborate with local, regional, national, and international businesses where needed to implement circular workflows and prioritise eco-friendly initiatives that uplift our community and environment.





# »» Whakatōhea Māori Trust Board

## **Key deliverables:**

### *Matawhānui*

- Animal husbandry.
- Increased sexed semen fertilisation over the top 10% of the herd.
- Keep abreast of technologies in husbandry and animal health.

### *Rangatiratanga*

- Restore and protect our economy, reset production levels. Invest in on-farm infrastructure.
- Milk solids production back to 400 kgMS per cow. Not in calf rates down to 9%.
- 600 calves per year. Farming dashboard indicators, i.e., grade free rating, reduce carbon emissions.

### *Kaitiakitanga*

- Balance our production practices with systems that restore and protect our environment.
- Advocate sustainable land use practices, waterway protection and regeneration.
- Sound effluent management practices.

### *Whanaungatanga*

- Work to create a community that promotes care and respect of others. Tuakana, teina relationships. Succession planning and workforce development.

### *Manaaki i te tangata*

- Provide leadership and direction to grow and contribute towards our economy.
- Create learning communities.

## **Strengths:**

- Ownership model. Matauranga Māori focused, tikanga driven, community, hapū enabled.
- Intergenerational strategies.
- Succession planning.
- Strong financial position.
- Diversified business model.

## **Weaknesses:**

- Climate dry and wet.
- Grass management.
- River bed, alluvial soils.

## **Opportunities:**

- Further land purchase.
- Restorative practices.
- Research partnerships – Lincoln University greenhouse gases emissions reduction project.

## **Threats:**

- Climate change.
- Regulations.
- Biosecurity.
- Milk price.



# »» Whakatōhea Māori Trust Board

## GOVERNANCE

### **Mandate from the owners**

There are 12 Trustees elected to the Whakatōhea Māori Trust Board every three years. Two representatives are nominated from the six hapū of Whakatōhea, forming a board of 12. If there are only two nominated from that hapū, no election process is held. If there are more than two nominated for the hapū, it goes to a vote by the respective hapū at an iwi level.

We currently have 17,878 tribal members registered to Whakatōhea. Members who wish to stand for the Trust Board must be registered on the Whakatōhea tribal database under the hapū they represent. The Trust Board calls for nominations every three years and the election process is undertaken by an independent election service.

Hapū play a vital role in the nomination process for each candidate and candidate profiles and reasons for being nominated are required for each candidate outlining relevant skills and experience. The CEO is the returning officer who confirms all candidate nominations are true and correct against the tribal database register and organises the election process. The Whakatōhea Māori Trust Board is the mandated entity to represent Whakatōhea. The process for election and nominations, AGM, or reappointing of members are prescribed in the Māori Trust Board Act 1955.

### **Board skill mix**

We have a wide range of skills on the Board, including 70 years of farming knowledge from two board members, with one holding a degree from Lincoln University. We have two Doctors with backgrounds in research and education, a lawyer with human resources expertise; one with a degree in education, policy and environment. We have two trustees who are self-employed with one having a master's in business and technology futures, and another who has an extensive background in communications and media.

In terms of directorships, we have external members who are Whakatōhea, young and educated. Training is organised as soon as trustees are inducted in the key areas of our organisations they wish to be a member of. If there is any particular training they require, we provide this independently. Core governance and finance training is provided by an external accountant.

We have independent advisors on the Farm Committee and Audit, Finance and Risk Committee, and independent strategic planning is provided by an external party.



*Josh Collier, Farm Manager; Robert Edwards, Iwi Chair; Dickie Farrar, CEO;  
Graeme Riesterer, Farm Committee Chair; Tahu Taia, Trustee*





# » Whakatōhea Māori Trust Board

## SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

### GOALS

The Whakatōhea Māori Trust Board was established under a statute of law; however, has been operating under tikanga Māori since it was enacted in 1955. At the heart of our journey has been our commitment to our tribal members, our eight marae and six hapū o Whakatōhea, as well as to our community. Our organisational business model is very simple. One side takes care of our commercial activities, and the other takes care of our people and their social needs.

The dairy farm, as well as our two other dairy farms joint venture arrangements, form part of our commercial side of the business. We have a farm cadetship programme that is running in partnership with our local college. We regularly have rangatahi, kōhanga reo visit the farm as part of their learning. We have diversified and have investments in kiwifruit, forestry, aquaculture, property, and fisheries.

In 2022, we were awarded a contract to deliver and build 30 homes to whānau on general or Māori owned land. To support this kaupapa, we opened a trade training build programme for students in partnership with our local College and Kainga Ora. Participants on this programme enter as pre-trade trainees and are then advanced to our commercial build company on a four year trade trainee programme either in building or another trade.

Our social investment into our community enables us to provide education and cultural grants to our membership, as well as scholarships and internships. We deliver social, health and general practice services to our people and the community of Ōpōtiki. During the Covid-19 pandemic, we led the set-up of vaccination clinics, and provision of services, food, health packs to elderly, kaumātua, whānau and the wider community.

We have a strong environmental team who have been working alongside of schools, kura and businesses planting over 4,000 native trees' alongside of rivers, reserves, and the newly built harbour. This year the team were able to plant trees alongside of 200 tamariki and rangatahi from our kōhanga reo, kura and primary schools. This team have also been proactive in establishing a sanctuary for six kiwi who were found in a block of bush they were clearing. They have now been trained as egg lifters and are working alongside the Department of Conservation to protect these birds.

### STRATEGIES:

All parts of our business have strategies going out to 2025.

#### Culture:

Revitalisation of te reo. Cultural workshops to community. Research and innovation.

#### Environment:

Te Tawharau resource management plan. Tiaki Taiao pest and weed control. Fresh water projects. Planting projects. Cadetships.

#### Health:

Integrate regeneration of our mātauranga Māori and taiao into service delivery and well-being of our people. Toirāwhiti locality plan in partnership with two other iwi.

#### Education:

Fostering a deeper connection to our natural environment. Delivering services outside the classroom. Creating sustainable futures with rangatahi.

#### Social services:

Prevention through health promotion. Training programmes in Māori models of care.

#### Economic:

Kānapanapa Dairy Farm .

#### Goal:

*Mā te whai rawa ka pūāwai te mana o Whakatōhea.*

As outlined above in our vision and strategic plan.



# »»» Whakatōhea Māori Trust Board

## FARM DATA AND KEY PERFORMANCE INDICATORS

### FARM INFORMATION

	2020/21	2021/22	2022/23	Benchmark
<b>Description</b>				
Effective dairy hectares	206	206	218	166
Support block effective area	0	0	0	35.7
Peak cows milked	729	703	723	490
Milksolids (MS)	300,279	275,467	259,099	179,636
Staff numbers (FTEs)	4.8	4.8	4.8	3.3
Imported supplements eaten (kg DM/cow)	1,143	1,248	899	689
Nitrogen (kg/ha)	112	133	146	111
<b>Physical KPIs</b>				
Cows/ha	3.5	3.4	3.3	3.0
KgMS/ha	1,458	1,337	1,187	1,083
KgMS/cow	412	392	358	366
MS % cow weight	78%	74%	71%	78%
Cows/FTE	152	146	151	149
KgMS/FTE	62,558	57,385	53,979	54,435
Pasture eaten (TDM/ha)	15.6	14.0	13.6	12.0
6-week in calf rate (%)	75%	72%	69%	64%
<b>Liquidity (Cash)</b>				
Net cash income (\$/KgMS)	8.28	10.43	10.41	9.21
Farm working expenses (\$/KgMS)	4.93	6.12	7.73	6.77
Cash operating surplus (\$/KgMS)	3.35	4.31	2.68	2.44
<b>Operating profit \$/ha</b>				
Gross Farm Revenue/ha	11,933	14,343	12,038	9,029
Operating Expenses/ha	7,666	9,613	9,980	7,485
Operating Profit/ha	4,266	4,730	2,059	1,545
<b>Operating profit \$/KgMS</b>				
Gross Farm Revenue (\$/KgMS)	8.19	10.73	10.14	9.05
Operating Expenses (\$/KgMS)	5.26	7.19	8.40	7.51
Operating Profit (\$/KgMS)	2.93	3.54	1.73	1.55
Operating Profit Margin (%)	35.8%	33.0%	17.1%	17.1%

*Benchmark: Bay of Plenty region, Medium Input (System 3).*

*Financial KPIs from Owner Operator farms only.*

*Benchmark data as at 7 March 2024.*



# »» Whakatōhea Māori Trust Board

## BUSINESS MANAGEMENT

### GOALS

To act in a manner that preserves and protects our economy – we provide a platform to grow and regenerate our organisation-wide economic base. We will achieve this by:

### KEY PERFORMANCE INDICATORS

#### **By 2024 we will:**

- Maintain Farm Working Expenses of \$6.50/kgMS.

#### **By 2025 we will:**

- Maintain an annual operating profit of between \$800,000 – \$1,000,000.
- Have a Return on Assets of 6% every year.
- Maintain Livestock Sales of \$1.00 /kgMS.

### CRITERIA FOR NEW INVESTMENTS

The Trust entities invests all funds under its control in a prudent and competent manner, in line with its investment policy. The investment policy is to protect the Trust entities' investment capital, minimise the risk of loss and optimise the investment value and return. The Trust entities will also ensure investments provide funds when required. The Trust entities target investments that fit within the approved risk profile.

The Farm Committee may recommend investment proposals to the Audit, Finance and Risk Committee by appropriately qualified individuals who advise the trustees on investment issues, proposed distributions from the Trust entities to the members of the iwi and policies and strategies dealing with shortfalls in cash flows and returns.

The Audit, Finance and Risk Committee may recommend the appointment of a specialist Investment/ Financial Advisor, based on a robust competitive process, to the Trust.

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# »» Whakatōhea Māori Trust Board

## STRATEGIES

### **Focus areas:**

- Maintain balance for our natural environment, including waterways, soil and air quality, so that we maintain a natural equilibrium for the whenua that we use to support our regenerative economy.
- We maintain a manageable level of debt that allows continued investment, along with a cost structure that allows progress in good payout years and survives low payout years.
- Balance our production practices with systems that restore and protect our environment, promoting growth, self-sufficiency and regenerative transformation.
- To act in a manner that preserves and protects our economy – we provide a platform to grow and regenerate our organisation-wide economic base.
- By 2025, we have a plan to invest in on-farm infrastructure to safeguard the future operations of our asset.
- We work to create a community that promotes the care and respect for others, fosters tuakana teina relationships, and supports the idea of moving forward.
- Awhi our community, providing opportunities for learning, workforce development, and life affirming pathways. Provide leadership and direction to grow our business as well as opportunity for our people to contribute and participate in our economy. Collaborate with internal partnerships to deliver opportunities for growth.
- Foster relationships that will lay the foundations for future growth and opportunity. We aim to add value to our business through meaningful, respectful and responsive relationships that are equal and beneficial for all parties, our communities and on-farm whānau.
- Animal husbandry and welfare policies and practices are respectful, responsive and at the forefront of farming practice.

## IMPLEMENT THE BUDGET

The Farm Supervisor, Farm Manager and Finance Manager work together to create a draft budget annually, including any CapEx requirements and other financial commitments. The Farm Committee review the first draft budgets in April of each year, and make any changes before submitting to the Audit, Finance and Risk Committee for approval.

A second and final draft budget is then approved by the Farm Committee for approval at the full Board. The annual budgets are prepared to target a surplus of revenue over expenditure or provide sufficient supporting information to demonstrate the circumstances that prevent this from being the case. Budgets are developed with input from managers and staff responsible for operations.

Budget control is one mechanism used by the Trust entities to regulate, direct, and coordinate its activities in line with its strategic objectives. The Farm Committee receives monthly Profit and Loss vs Budget reports, and the Farm Manager and Finance Manager also meet bi-monthly to review the budgets.

Any expenditure outside of budget is discussed by the Farm Committee and also referred to the full Board for approval.



# » Whakatōhea Māori Trust Board

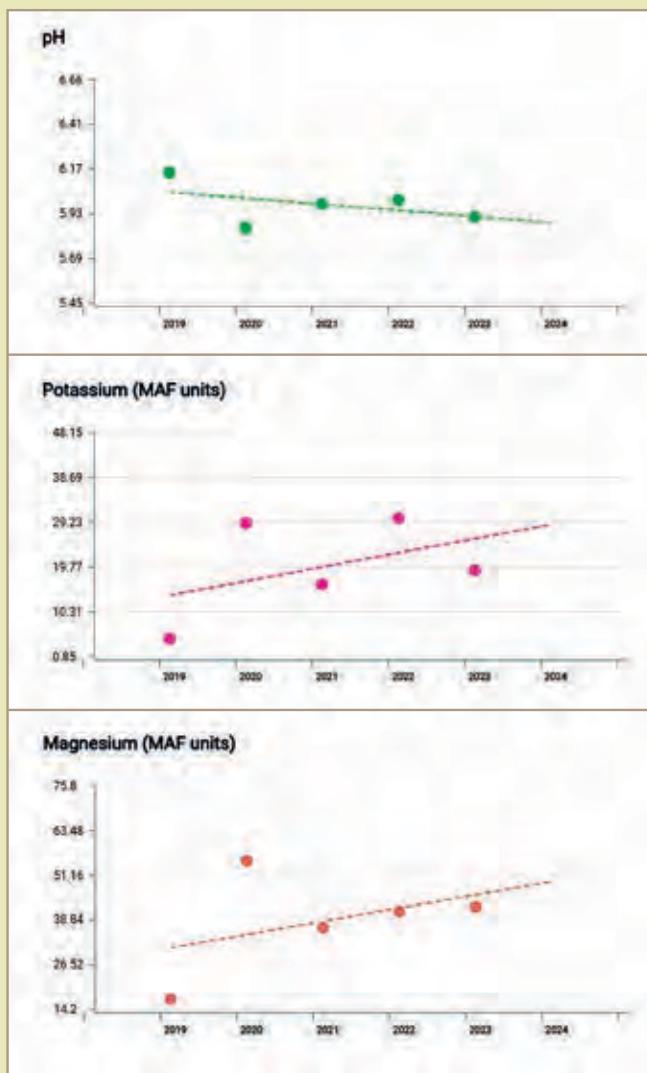
## FEED PRODUCTION

### Focus area: soil management and fertility

The property is divided into seven blocks and soil tested biennially with the aim of maintaining soil nutrients at biological optimum for pasture production. The fertiliser plan is developed each year based on nutrient requirements and is applied over 5 – 6 applications to minimise losses. Lime is applied as required to maintain soil pH between 5.8 – 6.0. Fertiliser is applied by contractors utilising Tabula and MyBallance for ordering, proof of placement and recording of nutrients.

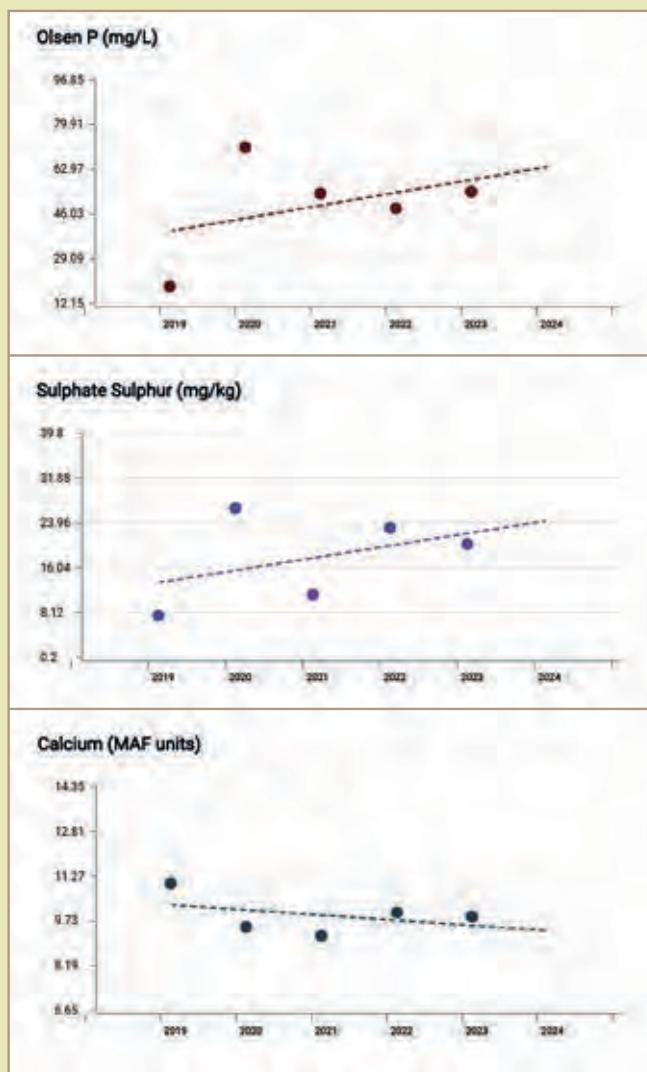
Overseer is used to model nutrient flow and benchmark nutrient loss and GHG emissions.

### SOIL TEST TRENDS



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# »»» Whakatōhea Māori Trust Board





# » Whakatōhea Māori Trust Board

## ANIMAL PRODUCTION

### GOALS AND MANAGEMENT PLANS

#### **Focus area: herd fertility**

Breeding strategy is focused around genetic gain, but also breeding a cow that can produce suitable beef calves. The herd is G3 profiled and the business has used both sexed semen to increase replacement numbers and mated R2YR heifers to AB to increase the rate of genetic gain. Herd indices 218 BW, 238 PW and 95% ancestry. Preparation for mating starts with cow condition scoring in autumn, using the DairyNZ app. Herds are drafted into calving date mobs, with early calving cows progressively dried off from early March to achieve CS 5.0 by late May.

Cows are mated over a ten week period, five weeks AB using LIC Friesian premier sires followed by five weeks of natural mating to Hereford bulls. Last season the top 30% of the herd on breeding worth were mated to sexed semen. The aim is to generate 200 high BW/PW heifer replacements annually.

KPI	2020/21	2021/22	2022/23	2023/24
PSC	10 <sup>th</sup> July	10 <sup>th</sup> July	10 <sup>th</sup> July	10 <sup>th</sup> July
AB period	5 weeks	5 weeks	5 weeks	5 weeks
Mating period	10 weeks	10 weeks	10 weeks	10 weeks
3-week submission rate	92%	93%	87%	90%
6-week in-calf rate	75%	72%	69%	70%
CIDR'd	15%	21%	23%	14%
Not in-calf rate	9%	12%	13%	13%

Medium term the aim is to increase milk production efficiency, with the ultimate aim of producing 1 kgMS per 1 kg liveweight.

#### **Focus area: dairy replacement**

Every calf born is reared through to weaning on the dairy unit. Calves are reared in age groups on restricted milk plus meal diet and are weighed frequently through to weaning off milk.

Weaned calves are transported to Whakapaupakihi above 90 kgLW and continue on meal until over 100 kgLW. Youngstock are weighed monthly with weights recorded and tracked in MINDA.

R2YR heifers have previously been synchronised and mated to AB, but a recent change in strategy has been to mate heifers to low birthweight Angus bulls. In-calf heifers return to the dairy unit early June. Last year the R2YR heifers weighed 453 kgLW on 12th May.



# »» Whakatōhea Māori Trust Board

## HUMAN RESOURCE AND HEALTH & SAFETY

### GOALS

People are the key to our business success – attracting, growing and retaining motivated people that are invested in outcomes. Regular team meetings are held to promote a culture of inclusiveness. All staff are encouraged to attend off-farm training and personal development, while also being involved in on-farm learning. Examples include Primary ITO, first aid, Growsafe and veterinary courses for calving and hoof management.

From calving until October, a 6 and 1 and 5 and 2 roster is utilised, with all team members having a late start every second day. Once calving is finished, the roster switches to 11 and 3.

Whakatōhea offer an employee assistant programme to all employees, that allows employees to access advice and counselling on any issue.

The farm team facilitate visits from the kōhanga, which gives rangatahi a taste of dairy farming that will hopefully sow the seed for later in life. The farm is also utilised for "Youth To Employment" work experience, which has helped several young people enter the farming as a career.

### STRATEGIES

All staff receive an employment agreement prior to the start of employment that includes a comprehensive job description and service tenancy. Performance reviews are completed annually to develop work plans, identify training needs and provide two way feedback.

The farm team are encouraged to provide feedback on all aspects of the business, from the farm system to budget parameters and infrastructure.

Ultimately, we measure HR success on staff turnover, which has been very low over the past ten years. A notable achievement for the farm is our entire team whakapapa to Whakatōhea.

### PLANS AND IMPLEMENTATION

Health and Safety (H&S) is a mindset that requires all staff to think before they act. All staff are inducted into our H&S system at the start of employment. Regular tool box meetings are held to discuss safety in the work place, and identify, minimise and where possible eliminate new hazards. Reporting of near misses and new hazards is encouraged to maintain a safe workplace. Success is measured by no work-related injuries, and all staff are safe home every day.

A unique farm induction video has been developed by Smart Videos to provide a visual induction to on-farm hazards. Visitors must answer questions relating to the video before signing in. Other Standard Operating Procedure videos are being developed for key tasks including operating motorbikes, tractors, agrichemicals and plant wash.

Motorbike helmets are compulsory with a maximum speed limit of 30 km/hr on farm tracks. Staff undertake annual hearing tests to monitor hearing health.

The Trust Board runs quarterly H&S meetings where all business managers attend to share experiences.

We have been fortunate to have no work-related ACC claims for the past five years.



# »» Whakatōhea Māori Trust Board

## ADVICE AND SUPPORT

Partners, advisors, and support networks are key relationships for our business. These relationships are developed within the following framework.

- Aligned values and strategy.
- Knowledge of Whakatōhea's business and mātauranga philosophies.
- Proven track record of performance in their field of expertise.
- Clear expectation of required service and outcomes.

### Banker

Uara (value)	Actions provided: Weighting 1-5
<b>Rangatiratanga</b>	Regular check in on investments, interest rates. Monthly catch up on finances. Responsiveness.
<b>Kaitiakitanga</b>	Sustainability, environmental alignment to our mātauranga principles and philosophies.
<b>Manaaki ki te tangata</b>	Education programmes provided to our people, savings, finance.
<b>Whanaungatanga</b>	Māori regional relationships manager support offered.
<b>Matawhānui</b>	Iwi business benchmarking.



*Josh Collier, Farm Manager; Henare Howard-Pore, Relief Milker/Calf Rearer;  
Te Motunui Insley, Senior Dairy Assistant; Te Maitaranui Rikihana-Heke, Farm Assistant;  
Fred Collier, Assistant Farm Manager*



# »»» Whakatōhea Māori Trust Board

## ENVIRONMENT / SUSTAINABILITY

### GOALS

Pioneering Sustainable Practices: By 2025, we will lay the foundation for a regenerative economy by promoting sustainable business practices and ethical entrepreneurship. We will collaborate with local businesses to implement circular workflows and prioritise eco-friendly initiatives that uplift our dairy farm, our community and environment.

### KEY PERFORMANCE INDICATORS

#### **Success is measured by:**

- Compliance with the Bay of Plenty Regional Council resource consents.
- Aesthetically attractive dairy farm.
- Nutrient losses from property minimised.
- Water efficiency.
- Water quality improvement over time.
- Gravel extraction from Waioweka river.
- Reducing GHG footprint as technology develops solutions.

### STRATEGIES

Continue to develop existing relationships with key stakeholders such as DairyNZ, Fonterra and Lincoln University. Knowledge gained from these relationships over time will provide solutions to reducing N and P losses as well as reducing GHG emissions.

#### **Focus area:**

Our current focus is based around minimising nutrient loss to drains and streams.

Where possible continue planting native trees along streams and drains.

Main race has been moved that ran beside Stoney creek, to reduce run-off of dung and urine into the water. This also resulted in one culvert being removed.

Constructing a silage bunker that captures any leachate directly into the effluent system.

The next task as identified in the Farm Environment Plan is to raise the height of the remaining culverts that cross Stoney creek to limit runoff of nutrients into the waterway.

Continue to facilitate the extraction of gravel from the Waioweka river for the mutual benefit of the wider community.



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## INNOVATION

Adaptation of new technology has been a feature over the past 10 years for the farm business including:

- DNA profiling the herd.
- Constructing new 60 bail rotary cowshed with ACRs, in-bail teat spray, heat detection camera, Protrack vantage.
- Utilising LIC SPACE to monitor pasture cover, growth rates and feed wedge.
- Mastatest machine used to analyse clinical mastitis samples to identify and treat the pathogen responsible.
- Utilising sexed semen on the top 10% of the herd and synchronising and inseminating R2YR heifers.
- Repurposing old cowsheds for calf rearing facilities.
- Utilising different milking frequencies such as 3 in 2.
- Participating in Eastern Bay of Plenty Māori farmers discussion group.
- Involved in sustainable farming planning group.
- Partnering with DairyNZ, Fonterra and Lincoln University for continual improvement.



# »»» Whakatōhea Māori Trust Board

## INFRASTRUCTURE

The property is subdivided into 87 paddocks, averaging 2.65ha per paddock. Two herds are run during lactation, with up to four herds during the dry period over winter to limit pasture damage.

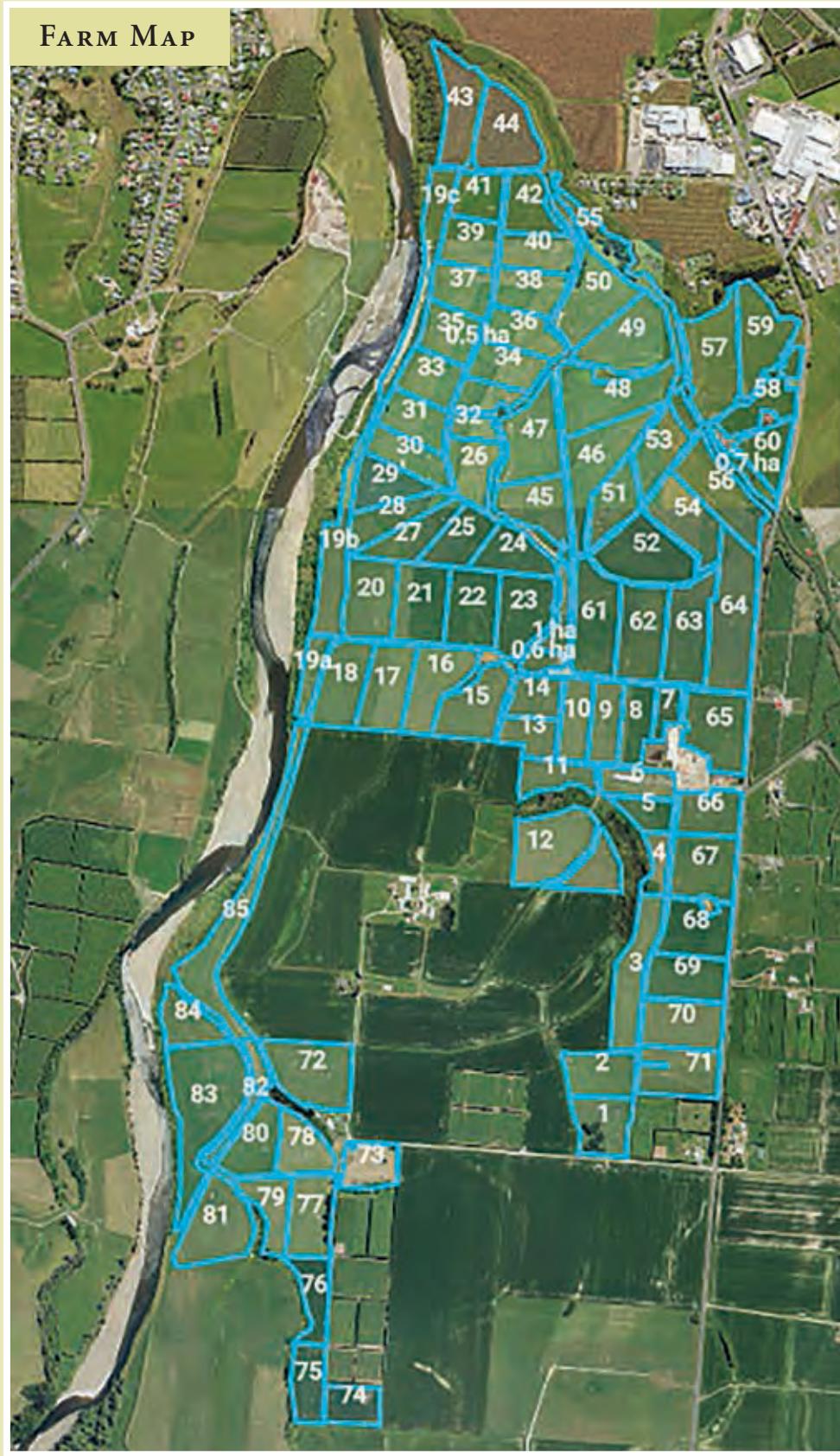
Farm water is supplied via a metered bore at the cowshed. A diesel generator located at the cowshed is capable of running both the shed, water chiller and bore during power outages. The cowshed has a circular yard with dung buster for low water usage cleaning. The 600 cow feedpad is flood washed using green water, which passes through a slope screen solid separator before entering the lined effluent pond.

Minerals are either applied to water via a dosatron or added to in-shed feed mixes. Reticulated water is supplied to all paddocks, with the aim to have two troughs in the majority of paddocks.

Races and tracks are constructed from river gravel and topped with either pumice, stock rock or crusher dust. Supplements are stored in bunkers, with the new silage bunker linked into the effluent system to catch leachate.



## » Whakatōhea Māori Trust Board





## »»» ABOUT THE COMPETITION

### AIMS

- To recognise excellence in Māori farming and horticulture.
- To encourage participation and ensure its sustainability.
- To use the award to showcase achievements in the Māori farming and horticultural sectors, in particular successful approaches to governance, financing, management and the recognition of ngā tikanga Māori.
- To utilise the award to highlight excellence in the Māori farming and horticultural sectors to all New Zealanders.
- To acknowledge the contribution the Māori farming and horticultural sectors currently makes to the New Zealand economy and highlight areas for future growth.

### BENEFITS TO THE ENTRANTS

By entering the award, participants will gain:

- Recognition for excellence in the dairy industry and the wider New Zealand agricultural industry.
- Judges' expert advice and guidance to improve their dairy operations.
- Access to a network of progressive and like-minded individuals and organisations involved in the dairy industry.
- Exposure to practices and approaches of other Māori agribusinesses.
- Significant enhancement to the productivity and profitability of their dairy operations.
- Recognition of the major role Māori agribusiness has in the New Zealand economy

### AWARDS

All finalists receive cash and prizes of up to \$30,000. The winner will receive a further cash and prize pool of up to \$70,000.

### JUDGING

Judging will be based on:

#### **The efficiency with which the property is run relative to its potential.**

This will not be based solely on financial measures such as profit per hectare or return on business capital. These measures will be taken as a guide but consideration will also be given to other factors such as:

- The physical resources available to the farmer (e.g. local climate, soil types, water, location, contour etc).
- Stage of development, financial structure.

#### **Financial results where:**

- Profit will be determined by the calculation of the operating profit per hectare, that is gross income, net of stock purchases (adjusted for changes in livestock numbers) less working expenses, interest, development, capital expenditure, drawings, dividends and taxation are not included in the calculation of operating profit.
- Financial performance will be determined from annual financial statements for the three years ending at the farm balance date in 2023.

#### **The effectiveness of the farms governance procedures and initiatives. But will also take into account of:**

- The adoption of innovative systems and reinvestment in the business.
- The pursuit of sustainable management strategies including the up skilling of all personnel.
- Keeping up to date with new growing methods and ways to monitor performance.
- The level of recognition given to kaitiakitanga and ngā tikanga Māori in the operation of the enterprise.

### CONSIDERATIONS

The organisers note that in recent times a number of new measures have been introduced to assess the performance of farming and other businesses. These include:

- Triple Bottom Line Reporting which focuses a business on its economic value, added or lost, as well as environmental and social value. Entrants are encouraged to outline their efforts in these areas to the judges during their visits.
- Cost of Production Analysis – calculating the cost of production per unit of output. This encourages the setting of goals for improved performance and allows comparisons to be made between different types of farming businesses. We encourage all farmers to discuss the benefits of adopting such an approach with their advisors.
- Innovation – is the farm looking at innovative technology, processes, tools, practices or embracing new technologies that result in real improvements i.e. financial, farming etc.



The judges will also look for best practice in relation to people management, including health and safety, and career development; a consideration in this regard is the extent to which the governance team and management encourage staff participation in the Ahuwhenua Young Māori Farmer Award where staff meet the competition entry criteria.

CRITERIA	PERCENT	GOVERNANCE	MANAGEMENT
<b>Governance and Strategy</b>	15%	<ul style="list-style-type: none"> <li>• Strong leadership</li> <li>• Trustee understanding of the business</li> <li>• Good strategy</li> <li>• Monitoring of strategy</li> <li>• Appropriate capability that aligns with strategy</li> <li>• Shareholders are actively engaged and informed</li> <li>• Succession is in place</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of strategy</li> </ul>
<b>Social, Community, Ngā Tikanga Māori</b>	15%	<ul style="list-style-type: none"> <li>• Contribution to, and participation in, communities of interest to the organisation support for local hapū, marae, and wider local community affairs</li> <li>• Governance or management team's ability to manage tikanga Māori aspects of the business</li> <li>• Identification and protection of cultural sites</li> </ul>	<ul style="list-style-type: none"> <li>• Values use of tikanga Māori within the business</li> </ul>
<b>Financial and Benchmarking</b>	20%	<ul style="list-style-type: none"> <li>• Consistency over time</li> <li>• Wealth creation – Leveraging Asset Base, Internal Capital Investment/ Development ROC</li> <li>• Understanding the Financials – Budgeting, Variance Reports, KPIs</li> <li>• Benchmarking is undertaken</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Farm Surplus (EFS)</li> <li>• GFR/HA</li> <li>• FWE as a % of GFR</li> </ul>
<b>Feed Production</b>	10%	<ul style="list-style-type: none"> <li>• Production system and strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Development and sustainability of soil fertility</li> <li>• Quality of permanent pastures (composition and nutritive value)</li> <li>• Forage crop yields and integrated use</li> <li>• Use of least cost supplements and tactical use of nitrogen</li> </ul>
<b>Animal Performance</b>	10%	<ul style="list-style-type: none"> <li>• Strategy, goals, and objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Stock health and welfare</li> <li>• Genetic improvement</li> <li>• Reproductive and growth performance</li> <li>• Supply of product to market specifications</li> </ul>
<b>Human Resource and Health and Safety</b>	10%	<ul style="list-style-type: none"> <li>• Policy and direction</li> <li>• Compliance monitoring</li> <li>• Risk management strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Employment agreements and job specifications</li> <li>• Performance review approach</li> <li>• Training support and career development</li> <li>• Team culture and attitude</li> <li>• Health and safety plans and implementation</li> </ul>
<b>Environment / Sustainability Goals and Strategies</b>	15%	<ul style="list-style-type: none"> <li>• Environmental plans in place</li> <li>• Environmental performance is being monitored and promoted</li> <li>• Biodiversity is being enhanced</li> <li>• Sustainability strategies in place</li> <li>• KPIs in place</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental plans are being implemented</li> <li>• KPIs being met</li> </ul>
<b>Innovation</b>	5%	<ul style="list-style-type: none"> <li>• Show the pathways that are in place to innovate</li> <li>• Demonstrate how innovation was accessed and where appropriate how was it adopted</li> <li>• How is knowledge and tech transfer applied to the organisation</li> </ul>	
<b>Total</b>	<b>100%</b>		



## »»» ABOUT THE JUDGES

The Ahuwhenua Trophy judges play a vital role in the success of the competition. All are very experienced people who are able to accurately assess each entrant and provide valuable feedback to those in governance roles and those who are involved in the day-to-day management of the organisation.

The competition has two judging panels. The first-round judges have the task of selecting up to three finalists – in effect the short list. At this point the finalist judges become involved and they will select the eventual winner. The Ahuwhenua Trophy Management Committee greatly appreciates the support of those sponsors who have made top class agricultural experts available to judge the event.

### FINALIST JUDGES

#### *Dean Nikora – Chief Judge*

Dean is an accomplished trustee with expertise in governance, leadership, and commerce. His diverse governance experience spans agribusiness, private, co-operative, and state-owned companies, providing invaluable insights for strategic direction and risk management to safeguard stakeholder assets. Dean's business portfolio includes commercial property, dairy, pork, pip fruit production and tourism. He has proven experience in managing and leading his own commercial enterprises along with those of investors that will add value to the management of your commercial activities.

Dean is a winner of the Ahuwhenua Trophy competition, the most prestigious Māori agribusiness award that celebrates excellence in dairy, sheep and beef and horticulture. Since 2012, Dean has contributed to the award by taking on the role of Chief Judge for the dairy competition. Outside of this he enjoys time with his whānau and being outdoors – hunting, fishing, diving and playing golf.

#### *Geoff Rawcliffe*

Geoff Rawcliffe works as a Client Director in the Corporate Agribusiness team at BNZ. Based in the Waikato for the past sixteen years, Geoff works with a wide variety of farmers including dairy, goats, sheep and beef and horticulture. He was brought up on a sheep and beef farm in Otago and has a shareholding in a dairy farming equity partnership North of Taupō.

Geoff has a B Com Ag (Valuation and Farm Management) from Lincoln University, and for the last two years has held a governance role as a trustee for Waikato Farmers Trust, a charitable organisation supporting rural communities through grants and sponsorships in the Waikato.

#### *Paul Marshall*

Paul Marshall has been an integral part of Te Puni Kōkiri since 2019, contributing to the organisation's mission. Presently in the position of Investment Portfolio Manager at the national office, Paul's primary focus is on employment and workforce development. His role involves strategic management and oversight of initiatives that aim to empower individuals and communities in these key areas.

Previously, Paul played a pivotal role within the Te Tai Hauāuru regional team, where he served as the acting Regional Director. In this capacity, he provided steadfast support to the team across various kaupapa, including but not limited to initiatives related to whenua Māori, regional economic development, marae development, housing, and rangatahi development. Paul's versatility and dedication were evident as he navigated through diverse projects, ensuring the team's success in addressing the multifaceted needs of the community.

Paul brings a wealth of experience to his role, with an extensive background in Māori development. His career has spanned across crucial sectors such as health, education, and community development. This background has equipped him with a holistic understanding of the challenges and opportunities within Māori communities, enabling him to contribute effectively to Te Puni Kōkiri's overarching goals.



### ***Bruce Thorrold***

Bruce was a strategy and investment leader from 2008 – 2024, responsible for investment of the DairyNZ levy. Very recently this role has shifted to Chief Science Advisor.

Before joining Dexcel (now DairyNZ), Bruce spent 15 years with the Ministry of Agriculture and Fisheries and AgResearch, where he worked in soil science and catchment management, including hill country and lowland studies.

At Dexcel, Bruce led the farm systems research team and was involved with the Holstein-Friesian Strain Trial and the Lake Taupō policy process, before taking on his current role.

Major projects that Bruce has been involved with over the past decade include He Waka Eke Noa Steering Group, Plantain Potency, NZAEL and Resilient Dairy.

Bruce is a B Ag Sci and PhD graduate of Lincoln University. Outside paid work, Bruce is deeply involved with a small farming business, and has four children and three grandchildren.

### ***Rito Tapuke – Pou Māori Judge***

*Te Atiawa, Ngāti Mutunga, Taranaki Iwi, Ngāti Tama and Ngāti Paoa*

Rito is the Chief Advisor Māori for the Department of Prime Minister and Cabinet. He has held a range of different roles spanning management, strategy, general legal practice, policy and accounting in iwi, private and public sectors, including the fisheries and aquaculture sectors. He also holds a number of governance roles in Māori trusts involved in housing and property development.

Rito also has extensive tikanga Māori experience and has been the project director of the Ahuwhenua Trophy Project Team and a member of the Ahuwhenua Trophy Management Committee.

## **FIRST ROUND JUDGES**

### ***Peter Ettema – Lead Judge***

Peter has worked for the Ministry for Primary Industries – Manatū Ahu Matua (MPI) and its predecessors since 2005. He was brought up on a dairy farm in the Manawatu and has worked in the agricultural sector throughout his career, both in New Zealand and overseas. Peter is currently the Chief Advisor to the Deputy Director-General, Māori Partnerships and Investment at MPI.

Peter has a Bachelor of Agricultural Science and a Masters of Environmental Management. Key areas of his work include climate change, land and environmental management and extension capability across the primary sector.

### ***Mark Langdon***

Mark Langdon has worked for the BNZ since 2012 and has been an Agribusiness and Commercial Partner across Taranaki and the Waikato. Mark has lived in New Plymouth for the past six years and currently works with a variety of customers, predominantly those involved in dairy farming, drystock and poultry. He is originally from Te Puke, Bay of Plenty.

Mark has a Bachelor of Business Studies from Massey University. He considers it a privilege to be involved as one of the judges for Ahuwhenua Trophy 2024.

### ***Gill Haenga***

Gill works as a Regional Partner at DairyNZ based in the Taranaki region. She works with Taranaki Dairy Farmers in a role supporting their businesses increasing efficiencies, assisting with compliance and regulations and building relationships. She was brought up on a Dairy Farm in South Taranaki.

Gill has experience in Rural Banking having worked at ASB Rural for 15 years. She also worked at CRV as a Field Consultant in Taranaki before taking the role with DairyNZ two years ago.

# AHUWHENUA TROPHY EXCELLENCE IN MĀORI FARMING AWARD 2024

DAIRY

## »» PLATINUM SPONSORS



**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT

Te Puni Kōkiri and the Ahuwhenua Trust are united in celebrating Māori excellence. Te Puni Kōkiri is proud to be the Platinum Sponsor of this prestigious award. The competition exemplifies Māori achievement in land based industries where a legacy of hard work, fortitude and innovation is demonstrated. Te Puni Kōkiri stands beside those responding to the wero, who are creating jobs, engaging young people and developing new ways of succeeding. We are proud to support their commitment and drive towards sustainable prosperity for the economy, the whenua and the people.

**Ministry for Primary Industries**  
Manatū Ahu Matua



The Ministry for Primary Industries is a proud Platinum Sponsor of the Ahuwhenua Trophy, which showcases and celebrates excellence in Māori farming. Māori agribusiness and horticulture are growing contributors to New Zealand's economy, and we are committed to partnering with Māori to unlock the potential in New Zealand's regions. We congratulate all entrants for their continued and relentless commitment towards achieving the aspirations of their people and shareholders, and their outstanding accomplishments in farming.

## »» GOLD SPONSORS



Te Tumu Paeroa is an independent, professional trustee organisation which protects and grows the land and assets for over 85,000 Māori landowners. We manage 2,000 trusts, companies and joint ventures across 100,000 hectares of Māori land. We support excellence in Māori agribusiness and mobilising Māori land to create this generation's legacy.



Our purpose is "Progressing a positive future for New Zealand dairy and dairy farmers". As an industry-good organisation, we help farmers lead the world in sustainable dairying by investing in research, new solutions and advocacy.



BNZ is proud to continue our long history in supporting Ahuwhenua Trophy. In evolving our support across the whenua sector we are excited to have commenced our Natural Capital Programme recognising the Kaitiaki aspirations of our community and enhancing our Māori specialist support.



**NZ MĀORI  
TOURISM**  
HE TOA TAKITINI  
'OUR STRENGTH IS IN UNITY'

NZ Māori Tourism is committed to working with the Māori tourism sector to contribute to our economy, provide compelling visitor experiences, and build strong commercial and cultural leadership. We support leaders and partnerships that generate value in the Māori and wider tourism sector. Positioning Māori tourism this way allows Māori to take a leadership role in how visitors experience our country.

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