

AHUWHENUA TROPHY  
EXCELLENCE IN  
MĀORI FARMING  
AWARD 2025

SHEEP AND BEEF



AHUWHENUA TROPHY  
FIELD DAY HANDBOOK

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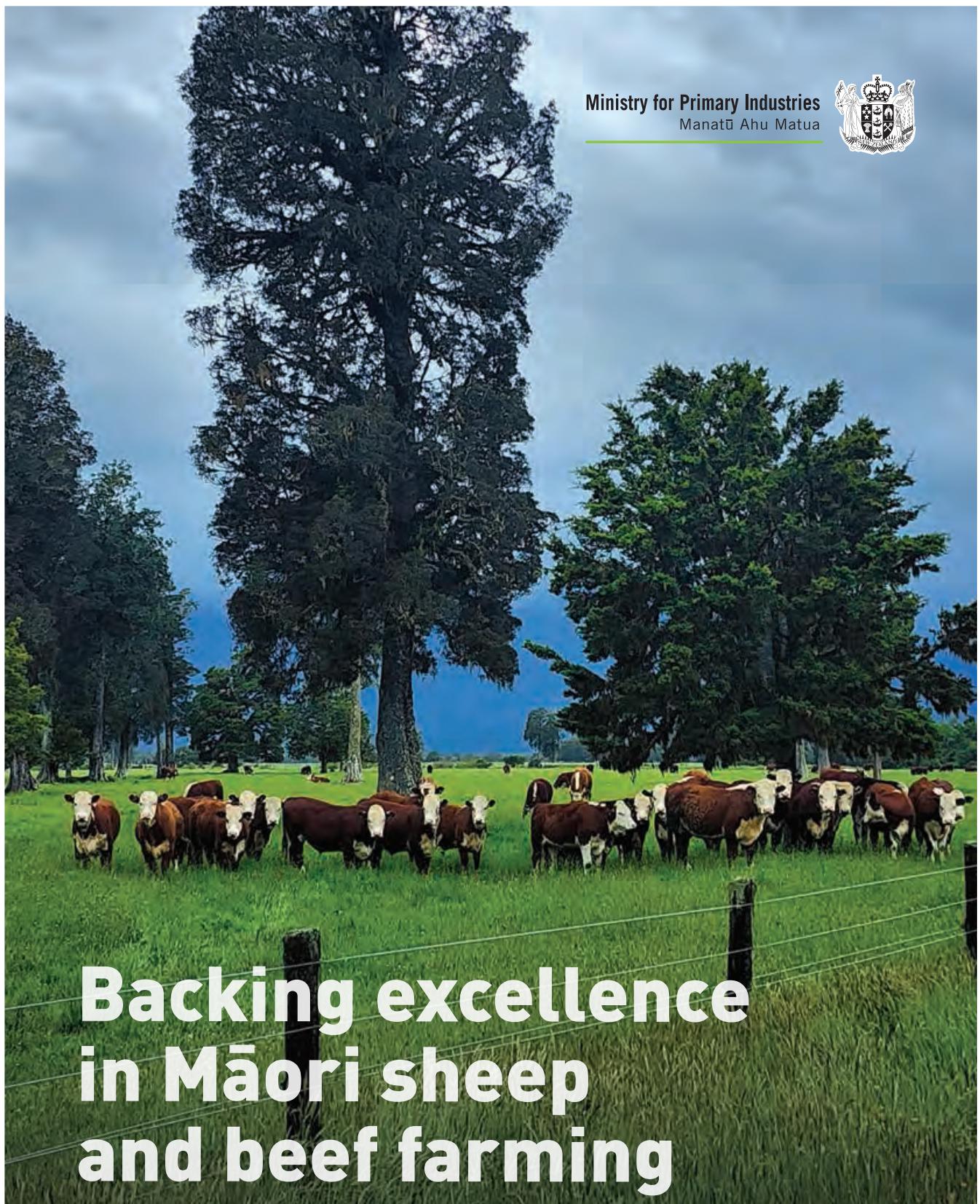


# THE AHUWHENUA TROPHY

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# Backing excellence in Māori sheep and beef farming

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## »»> FROM THE MINISTER OF AGRICULTURE



*Tēnā koutou katoa*

*Mā mua ka kite a muri, mā muri ka ora a mua.*

*Those who lead give sight to those who follow, those who follow give life to those who lead.*

I am honoured to support this year's Ahuwhenua Trophy and Young Māori Farmer competitions, celebrating excellence in Māori sheep and beef farming. Every year, these prestigious competitions go from strength to strength, much like the Māori food and fibre producers they celebrate.

I would like to acknowledge the many people who work at the heart of the Māori sheep and beef sector: the landowners, the governors, the farmers and the meat and wool processors and marketers. The Ahuwhenua Trophy is not only a recognition of farming know-how, but it also recognises the wider role that Māori intergenerational farming entities play in our regional communities, providing employment and vital reinvestment back into marae, papakāinga, kura and education scholarships.

Māori sheep and beef farming is the largest asset class within the Māori food and fibre sector, making a vital contribution to New Zealand's export revenue from meat and wool. Total export revenue from the meat and wool sector is forecast to increase to \$11.4 billion in the year to 30 June 2025, with export revenue from the wider food and fibre sector expected to reach \$56.9 billion in the same period.

The Government has set an ambitious goal of doubling New Zealand's export value within the next 10 years, with the food and fibre sector at its heart. I am proud of the work we have already done towards this target, particularly through securing trade agreements in 2024 with the United Arab Emirates and the Gulf Cooperation Council. These two agreements are some of the highest quality agreements New Zealand has ever negotiated, in markets of key importance to our red meat industry.

However, there is more work to be done to ensure our farmers, growers, fishers and foresters can continue to produce the high-quality, safe food and fibre that international markets demand. At home, we will deliver further reforms to reduce burdens on the primary sector. Offshore, we will boost international trade and improve market access. We will work hard to ensure our free-trade agreements are well utilised, including the growing number of agreements with chapters dedicated to Māori Trade and Economic Cooperation.

I offer my thanks to the Ahuwhenua Trophy committee for its work in organising this year's events, and to my fellow Trustees, Hon Tama Potaka and Dave Samuels. I would also like to acknowledge previous winners of Ahuwhenua Trophy competitions, including Wi Pere Trust for its success in the last sheep and beef competition in 2022.

The finalists of the Ahuwhenua Trophy and Young Māori Farmer competitions embody the vision of the original competition's founders, Tā Āpirana Ngata and Lord Bledisloe. Best wishes for the field days and the awards dinner in June. I look forward to seeing more of your successes in years to come.

Naaku noa, nā

**Hon Todd McClay**  
MINISTER OF AGRICULTURE

# »» MAI I TE MINITA WHANAKETANGA MĀORI



## *Ko au te whenua, ko te whenua, ko au*

Nōku te māringanui ki te tautoko anō i Te Hui Tohu Ahuwhenua mō tēnei tau. Heoi anō ko tō tātou, tō te Māori hononga ā-ahurea ki te whenua he tāpua. He mea whakapiri te whenua i a tātou ki ō tātou whānau, ki ō tātou tūpuna, waihoki, ki ngā whakatipuranga e tū ake nei. He mea whāngai i a tātou ki ūna taonga māori, arā, te kai, ngā taonga tuku iho pēnā i te pounamu, te rongoā me ētahi atu wāhanga o te taiao. Ka mutu, he taonga ake nei te whenua, he taonga tuku iho e tātou hei mana pupuri i te mauri o te whenua.

Kua eke te 92 tau mai i te whakaterenga o Ngā Tohu Ahuwhenua e Tā Āpirana Ngata rāua ko te Kāwana-Tianara o taua wā a te Ariki Bledisloe. Ko te take he hui nui tonu Ngā Tohu Ahuwhenua i te maramataka ahuwhenua kātahi te tohu te hiranga o tēnei kaupapa nui me te tirohanga whānui o tēnei tokorua kahurangi. I taku tūranga hei Minita Whanaketanga Māori, he hōnore tēnei ki te tautoko i te angitu e whai pānga ana ki tēnei kaupapa o nehe, ā, i tēnei tau, ka āta aro atu mātou ki te kairangi i te rāngai Hipi me te Kau.

He kaupapa whakahirahira te whanaketanga o te whenua Māori kia nui ake ūna hua, kia noho tonu hoki hei tautoko ā-pūtea mā ūna kaipupuri Māori. Arā noa atu ngā hua e ahu mai ai i te whakawhanaketanga whenua e tautoko ana i te hapori whānui, i roto i te mahi, te hauora, te whare me ētahi atu. I te rāngai ahuwhenua, he mea tino nui ngā whakapainga ā-ōhanga i ngā mahi tautoko i te momoho o ngā whānau Māori me ngā hapori e pātata ana.

E ai ki a Tatauranga Aotearoa, i te tau pūtea kua pahure ake nei (2023/24) i kitea te ekenga o te uara hokohoko mō ngā pakihī Māori ki te \$687 miriona. E whakaatu ana i te pikinga o te \$175 miriona (13.7%) o te uara katoa o ngā hokohoko mai i te tau pūtea 2022/23. He kōkiri tino nui a te ūhangā Māori me te ūhangā o Aotearoa ko te whakatupuranga tonutanga o ngā pakihī Māori i ngā ahumahi matua tae atu ki te rāngai ahuwhenua.

Hei Minita Whanaketanga Māori, e whakapono ana au ki te kaupapa o ngā whānau momoho, e kitea ana hoki i te ekenga panuku o te Māori i te rāngai ahumahi hei ara ki te whakatutukinga o te kaupapa nei. Ko te tino kaupapa o Ngā Tohu Ahuwhenua ko te whakatupuranga ā-ōhanga, ko te whanaketanga whenua me ngā pūmanawa ki te whakatakoto i ngā arawātea mā ngā whānau, te hunga rangatahi, oti rā, ngā whakatupuranga e whai ake nei.

Me mihi ka tika ki ngā toa whakaihuwaka o Te Tohu Ahuwhenua, a Wairarapa Moana ki Pouākani Incorporation i tā rātou eke panuku i te mahi Miraka Kau. Ko te tautoko me ngā ara i taea ai e rātou mā te hunga e whakapapa ana ki Wairarapa Moana, me te aronga ki te whakawhanaketanga o te mātauranga, he mea tino whakaawe nei i te manawa.

Hei whakatepe noa ake, nei aku kupu whakamānawa, whakamihī ki te katoa o te hunga i eke ki ngā whiringa toa o Ngā Tohu Ahuwhenua i tēnei tau. Kātahi te mahi whakaawe i te ngākau o te tangata ko te whakaaturanga ngātahi o te kairangi ahuwhenua Māori i runga i te auahatanga me te ihu oneone.

**Hon Tama Potaka**

MINISTER FOR MĀORI DEVELOPMENT





## »» FROM THE MINISTER FOR MĀORI DEVELOPMENT

### *Ko au te whenua, ko te whenua, ko au*

I am honoured to support the Ahuwhenua Trophy Awards for another year. As Māori, we have a significant cultural relationship with whenua. It connects us to our whānau, tūpuna and future generations. It sustains us, providing us with natural resource, kai and taonga tuku iho in pounamu, rongōā and other areas. Whenua itself is a taonga, a treasure, which we hand down as custodians of the land.

It has been 92 years since the Ahuwhenua Trophy Competition was established by Tā Apirana Ngata and the Governor-General at the time, Lord Bledisloe. The fact that the Ahuwhenua Trophy is still a major event in the agriculture calendar is a testament to the importance of this significant kaupapa and to the far-sightedness of these two distinguished figures. As the Minister for Māori Development, it is a privilege to tautoko the Māori success associated with this historical kaupapa, and this year, we shine the spotlight on Māori excellence in the Sheep and Beef sector.

The development of Māori land to be more productive and economically supportive for Māori landowners is an important kaupapa. There are many flow-on benefits from whenua development that support the wider community, through employment, health, housing and more. In the agricultural sector, the economic improvements are particularly significant in supporting whānau Māori and their surrounding communities to thrive.

According to Statistics NZ, the last financial year (2023/24) saw the total value of sales for Māori businesses within primary industries reach \$687 million. This represented an increase of \$175 million (13.7%) over the total value of sales from the 2022/23 financial year. The continual growth of Māori businesses in the primary industries, including the agricultural sector, is a powerful driver of the Māori economy, and the New Zealand economy.

As the Minister for Māori Development, I believe in the kaupapa of thriving whānau, and we can see Māori success in the agricultural industry as a pathway to achieving it. Economic growth, whenua development and the ability to provide opportunities for whānau, rangatahi and future generations are at the heart of the Ahuwhenua Trophy Competition.

I acknowledge last year's winners of the Ahuwhenua Trophy, Wairarapa Moana ki Pouākani Incorporation for their success in dairy farming. The support and opportunities they have been able to provide for those who whakapapa to Wairarapa Moana, with a focus on educational development, is truly inspiring.

Finally, my congratulations to the finalists in this year's Ahuwhenua Trophy Competition. The collective demonstration of strong Māori farming excellence, through innovation and hard work, is inspirational.

*Poipoia te whenua, te wai, te hunga tangata anō hoki, e ora tonu i a tātou.*

**Hon Tama Potaka**

MINISTER FOR MĀORI DEVELOPMENT





Te Puni Kōkiri  
MINISTRY OF MĀORI DEVELOPMENT



# He whenua taurikura, He whānau taurikura

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



## »»» FROM THE CHAIR



### *Whatungarongaro te tangata, toitu te whenua* *As man disappears from sight, the land remains.*

The Ahuwhenua Trophy Competition is in its 92nd year and this year sees us celebrate the Māori sheep and beef sector. Once again, we have two great finalists that have put themselves forward for the challenge of competing for the Trophy, as well as the challenge set down all those years ago by the competition's founders Tā Apihana Ngata and Lord Bledisloe. I applaud them both for putting themselves forward to showcase what they are doing, how they are doing it and why. It takes bravery to have your business and strategy scrutinised by others. Both our finalists have shown that they have this quality, and I look forward to hearing how their bravery has helped shape where they are today.

Interestingly both our finalists are coastal properties and so we will see how they have adapted their farming operations to suit their unique environments.

It's no secret that the sheep and beef sector has faced multiple challenges over recent years, and Māori farms more so due to the sheep and beef sector being our single biggest asset class in the primary sector, however it appears we are coming into a period of more settled conditions and greater confidence can be felt within the industry.

With the right support and partnerships Māori agriculture and horticulture assets have the ability to increase exponentially and this will have impactful benefits for our whānau, hapū, iwi and Aotearoa's economy.

Again, this year we have another brilliant cohort of rangatahi competing for the Ahuwhenua Young Māori Farmer Award and I look forward to hearing from them as part of our field day programme. For some, this will be their first public speaking engagement, and I know they will gain much from being part of this kaupapa.

Ahuwhenua continues to provide the platform to our Māori farmers to tell their story. These journeys are unique, and we are grateful that whānau have trusted us to help support them to share their success. I thank all that entered this year and hope you gained benefit from the first round, and I encourage those that are unsure about entering, just do it! We are here to not only celebrate excellence, but to help you on the journey to get there.

Finally, I would like to say a big thank you to our generous sponsors who make this competition possible, and again best wishes to our finalists for what I hope will be a valuable, exciting and enjoyable experience.

**Nukuhia Hadfield**

CHAIR

AHUWHENUA TROPHY MANAGEMENT COMMITTEE

# »» History of the Ahuwhenua Trophy



It is now 92 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 Waiauhihi 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 Waiauhihi 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 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.



# »» Looking Back

## THE 2022 SHEEP & BEEF FINALISTS

### Wi Pere Trust

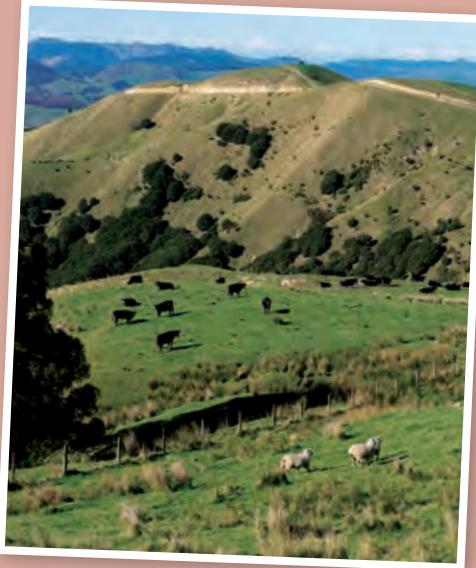
#### 2022 Winner

Wi Pere Trust Agribusiness has three separately managed farms that are fully integrated. All three farms are generally summer dry and located in Tairawhiti. Combined, these farms winter approximately 33,000 sheep (variable due to winter trading lambs) and 4,500 cattle.

- **Otara Station:** 2573ha, Class 3 steep hill country, located at 285 Whatatutu Road, Gisborne.
- **Tangihanga Station:** 1,420ha, mainly Class 3 steep hill country, located at 811 Lavenham Road, Gisborne.
- **Tangihanga Finishing Farm:** 870ha, mix of Class 3 & 4 hill country and alluvial flats, located at 811 Lavenham Road, Gisborne.

Six months after the 2022 Ahuwhenua Trophy competition, Cyclone Gabrielle caused significant damage across all three farms. Key impacts include:

- **Flats:** 300ha of prime finishing land, including a centre pivot irrigator, were submerged. Silt deposits ranged from 200mm to 1.5m, destroying seed maize, maize grain and lamb fodder. The cost to remove the silt was estimated at \$12 million; we simply couldn't afford to remove the silt so instead worked with it. An electromagnetic sensor was used to 3D map the silt depth across the flats. A recovery plan was based on the results. The cultivation plan ranged from flipping the silt through to direct drilling. The fodder plan ranged from permanent rye and clover to direct drilled red and white clover. Damage and cleanup costs on the flats alone sits at \$2 million.
- **Hill country:** multiple slips disrupted access and severely damaged fencing. Three additional staff have been employed for 12 months to address major fence damage. Full recovery is expected to take five years.



#### Challenges and Team Response

Managing the mud, access limitations, and lack of secure paddocks has presented significant challenges. The Wi Pere team has demonstrated exceptional dedication, working long hours to restore operations.

#### Positive Outcomes and Learnings

- **Flood protection success:** prior flood protection work around key infrastructure proved highly effective, saving an estimated \$1.5 million in assets.
- **Integrated farm plans:** existing integrated farm plans proved invaluable in guiding the recovery process.
- **Advisor support:** timely and effective advice from consultants accelerated recovery efforts.

#### Key Lessons

- **Act fast:** make decisions quickly. For example, we flew annual ryegrass seed on the silted flats while the silt was still liquid, this enabled us to be grazing sheep as soon as the silt was drier enough for the sheep to stand on.
- **Flood recovery plan:** a dedicated flood recovery plan within the annual business plan is essential for guiding responses to future events.
- **Team wellbeing:** prioritising the wellbeing of the team during challenging times is crucial.
- **External support:** seeking advice is vital.

Continued next page....



.... *Wi Pere continued*

- **Documentation:** thorough documentation of the recovery process, including successes and areas for improvement, is crucial for future preparedness.
- **Farm planning:** comprehensive farm plans are essential for identifying vulnerable areas and prioritising mitigation efforts.

#### Future Direction

We have embarked on a comprehensive land optimisation plan with a 120-year time horizon. This long-term strategy aims to optimise land use across different classes, ensuring sustainable returns for shareholders while prioritising environmental outcomes and enhancing resilience to climate change. Key components of this plan include: refined livestock policies, strategic implementation of production pine forestry, and the planned reversion of degraded land to native ecosystems. This integrated approach will guide land management decisions over the next ten years and beyond, with the goal of long term sustainability and prosperity of the Trust.

## Hereheretau Station

Since entering the Ahuwhenua Trophy in 2022 Hereheretau Station and the Māori Soldiers Trust have focussed on recovery from adverse weather events such as Cyclone Gabrielle, proactively managing financial performance through deteriorating financial conditions, and continuing to support the Station staff and community around them.

During this time, Hereheretau Station has remained committed to supporting Māori in pursuit of higher education through the Tā Āpirana Ngata Memorial Scholarship, contributing a further \$350,000 to this kaupapa. The adoption of Farm Focus has given the farm manager, supervisor, Te Tumu Paeroa kaimahi, and bank provider more accurate and timely financial information enabling them to better manage financial performance throughout the year. Despite persistent inflation, ongoing adverse weather impacts and substantial reductions in sheep prices, the strong physical production and tight expenditure discipline by the farm team ensured Hereheretau Station had a breakeven year in 2023-24, no easy task on Gisborne hill country through 2023-24.

Two further shepherds have completed their time on Hereheretau Station, Rani Holden and Brodie Taylor who have continued farming in the Tairawhiti area. New shepherds Will Collier and Kasey Ormsby-Chemist have slotted in well, with Jack Leef looking to move on in 2025. All other Hereheretau staff are still part of the farming team maintaining the strong environment for shepherd development that was in place in 2022.

The connections that were strengthened through entering the Ahuwhenua Trophy in 2022 have stayed strong, with the Māori Soldiers Trust AGM held on farm in February this year following a whakatau for new and returning Māori Soldiers Trust members at the Whakaki marae. The relationship between the farm team, mana whenua, the Māori Soldiers Trust, and Te Tumu Paeroa staff is strong and positive. While it was great to have the minister and chair of the trust online for the AGM, we look forward to hosting him on farm in the future.

Looking ahead, the station is planning a substantial rebuild of the shepherds quarters, ensuring there is a fit for purpose facility to house the shepherds. Further debt repayment is being prioritised so that the station is in a strong position for expansion or diversification as opportunities arise.



Hereheretau Station



## Onuku Māori Lands Trust

Since being named a finalist in the 2022 Ahuwhenua Trophy competition, our Trust has continued to make significant progress in strengthening both our farming operations and our governance structures. We remain committed to sustainable farming practices and ensuring the long-term success of our enterprise for future generations.

A major milestone in our journey has been the change of management in 2024 and the appointment of Te Rangi Broughton as our new Farm Manager.

Recognising the need for strategic improvements, the Trust has undertaken a comprehensive review of its administration and operational structure. These changes have been designed to maximise efficiency and future-proof our business. We have made a transition towards a contract milking model on our dairy units.

Our drystock unit has continued to build on the solid foundation established during the awards process. We have increased our finishing operations, optimising stock management to achieve better margins and improve profitability. The focus remains on fine-tuning our production systems, ensuring optimal stock growth rates, and making data-driven decisions to enhance farm performance.

A core value of our Trust is kaitiakitanga – our duty to protect and enhance our whenua. Since 2022, we have intensified our environmental efforts through a three-year Jobs for Nature project, which has seen the planting of over 90,000 native seedlings and the retirement of key riparian areas. These initiatives not only enhance biodiversity but also contribute to improved water quality and long-term sustainability.



As we continue to evolve, our vision remains clear: to uphold the legacy of our tūpuna, ensure the prosperity of our Trust, and lead the way in sustainable and profitable farming. The lessons learned from the Ahuwhenua Trophy process have been invaluable, and we remain committed to excellence in both farming and governance.

We extend our gratitude to the Ahuwhenua Trophy Management Committee for their continued support and recognition of Māori agribusiness excellence. We look forward to sharing further progress in the years to come.

*Finalists, whānau and supporters celebrate the 2022 Ahuwhenua Trophy awards dinner for Sheep and Beef in Taradale, Hawke's Bay.*

**AHUWHENUA TROPHY**

**2025 AWARDS DINNER**  
**Friday 6th June**  
*Fly Palmy Arena, Papaioea, Palmerston North.*

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



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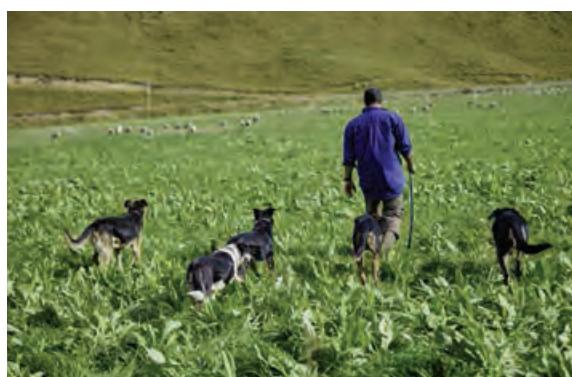
## Proud to be supporting excellence in Māori farming

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

[tetumupaeroa.co.nz](http://tetumupaeroa.co.nz)

# Whenua Māori Agribusiness

The Bank of New Zealand is committed to growing Māori prosperity supporting Māori businesses and communities.



### BNZ Agribusiness

Our Agribusiness team has experience across the Primary sector and a well-established history of supporting Māori farming operations. Our team has strong connections to farming communities around Aotearoa, and have worked on farms, or still do.

“Utilising Whenua Māori as a financial asset supports the growing Māori economy. It is BNZ’s desire to unlock this ability for whenua owners, applying a tikanga based approached to our interactions to safeguard their whenua and taonga. Ultimately, ensuring they are protected for tamariki and mokopuna to come.”

Whetu Rangi – Head of Māori Business

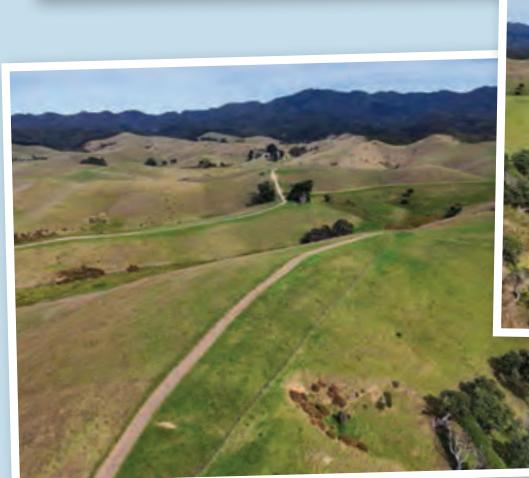
For more information please contact:  
Whetu Rangi at [whetu\\_rangi@bnz.co.nz](mailto:whetu_rangi@bnz.co.nz)



# »» Whangaroa Ngaiotonga Trust

*198 Whangaruru North Road, Whangaruru 0184*

Field Day: Thursday 3<sup>rd</sup> April 2025



# »» Whangaroa Ngaiotonga Trust

## FIELD DAY PROGRAMME\*

9:00	Pōwhiri at Ngaiotonga Marae, 1561 Rawhiti Road, Whangaruru
9:45	Morning tea
10:15	Welcome and programme introduction
10:25	Presentation: Trust history, tribal landscape, social cultural narratives
11:05	Property tour: Stop 1: Lands, pastures and environment Stop 2: Animals and people
1:35	Presentation: Financial and benchmarking
2:05	Judges' comments
2:20	Award ceremony
3:10	Refreshments

\* This programme is subject to change and 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.





# » Whangaroa Ngaiotonga Trust

## HISTORY

The story of Whangaroa Ngaiotonga Trust is one of loss, restoration and resiliency. Prior to WWII the block was home to numerous Whangaruru whānau dating back to the time of Manaia, the founding tupuna of Ngātiwai.

In 1952, the Department of Māori Affairs held a hui for the then 484 registered owners, of whom 70 were present. Even though only 24 signed a resolution in support, the Department went ahead with the consolidation of the whenua into a 'Land Development Scheme' which led to an inter-generational disconnection of the people from the whenua.

Departmental failures meant that by 1961 the farm's development debt was already four times its economic value. In the 1980s government transferred the responsibility for the whenua, with the debt, back to the people, leading in 1988 to the creation of the Whangaroa Ngaiotonga Trust. Within five years, the pressure of the debt left the Trust with little choice other than to lease its land to a third party, disconnecting again the whenua and the people.

What followed was a long period of disputes between the Trust and the tenant over the way the farm was being managed and the wellbeing of the whenua, which were eventually settled by the land being returned to the Trust.

With the support of the Ministry of Business, Innovation and Employment's Provincial Growth Fund, farming consultants AgFirst, and additional tautoko from Te Puni Kōkiri, the Ministry for Primary Industries (MPI) and Northland Regional Council, the Trust launched its whenua restoration programme. Investment from these agencies enabled the Trust to embark on a complete farm turnaround, including 60ha of gorse removal, 40km of water pipe supplying 480 micro troughs, 57km of fencing and cell systems, and a new farm roading network.

In June 2020 the Trust purchased its first heard of 188 steers and set itself the goal of owning a million-dollar herd by 2025 – a target it achieved in 2023 with the support and mahi of its new Farm Manager.

The Trust's wetlands are kainga to endangered birds including the Matuku (Bittern) and the Pāteke (Brown Teal duck). A native replanting programme is also underway to support the taiao after years of neglect.

Together with the support of the people, these steps marked the beginning of the Trust's whenua reclamation and farming journey.

The farm's rapid transformation has created employment and enabled the Trust to support Whangaruru marae, urupā, kura and sports teams, as well as our next generation of leaders with education grants. Along the coastal bluffs unsuited to beef, sheep have been introduced as a source of kai for hui mate. Community gardening is now getting back underway on the block for the first time since the 1950s.

In four years, the Trust has turned its previously struggling farm into a modern and profitable bull operation. Its focus now is on continuing to enhance the farm's footprint and productivity, and to create further employment by diversifying its landholdings and business portfolio into other areas such as horticulture and eco-tourism.





# »» Whangaroa Ngaiotonga Trust

## WHAT IMPRESSED THE JUDGES

### GOVERNANCE AND STRATEGY

- 'Strong and successful – land and people together' – a vision that has driven the governance decisions and actions since taking back control of the Trust's land in 2020.
- A clear focus on accumulating wealth to grow the assets of the Trust through fast-tracking the growth of livestock numbers as the key asset to leverage capital.
- A very strong connection between governance and the farm management team.
- Excellent focus on succession planning through an Associate Trustee programme.

### SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

- Good support for local marae in funding for redevelopment projects, re-fencing urupā, supplying meat for tangihanga and for the local community. Assistance has also been given to Whangaruru School for a bee-keeping project and rugby uniforms to the Whangaruru Rugby Club.
- Education grants focusing on future leaders and aligned with the Associate Trustee programme.

### FINANCIAL AND BENCHMARKING

- Clear process for budgeting and on-going cashflow management with a goal of economic independence and repurchasing of lost land.
- Strong focus on investing in areas that will improve farm performance – fencing, fertiliser, water and people.
- Utilising extended overdraft facilities to drive a rapid increase in bull numbers to grow Trust's asset base and enable the Trust to leverage further capital if required.
- Gross Farm Income for 2025 forecast to exceed \$2,000 per ha.

### FEED PRODUCTION

- Very good design and use of cell grazing systems.
- Regular monitoring of feed and utilisation of Farmax to make decisions regarding sale and purchase of bulls and feed management.
- Use of nitrogen as needed based on actual feed covers and modelling future growth and demand.

### ANIMAL PERFORMANCE

- Preference to purchase autumn-born bulls (60% of total) to enable the Trust to utilise better spring schedules.
- Animals weighed every 1-2 months and lighter animals given preferential treatment.
- Utilising Farmax means the team can be flexible with their sale and purchase decisions based on forecasted feed covers and liveweight gain.

# »» Whangaroa Ngaiotonga Trust

## HUMAN RESOURCE AND HEALTH AND SAFETY

- Health and safety processes in place and actioned, including health and safety briefing provided before proceeding on-farm.
- Excellent use of expert advisors, and the farm manager has strong networks.

## ENVIRONMENT AND SUSTAINABILITY

- Environmental plan in place, including mapping of soils enabling lighter animals to be grazed on more fragile soils.
- Extensive fencing carried out across the whole farm, including 147ha of wetlands and coastal faces to improve ease of management and increase biodiversity.
- Pest eradication programme is in place and actioned.





# »» Whangaroa Ngaiotonga Trust

## DIRECTORY

Tribal affiliation: **Ngātiwai**

Number of owners: **1,407 Registered Owners**

### TRUSTEES

Morris Pita and Hūhana Lyndon, *Co-chairs*  
Wess Wetere, *Trustee*  
Gary Reti, *Trustee*  
Carla Martin, *Trustee*  
Gloria Matenga, *Trustee*  
Patricia Haika, *Trustee*

### STAFF

Matthew Payne, *Farm Manager*  
Kieran Wetere-Hepi, *Farm Worker*  
Tori Norman, *Trust Administrator*

### FARM ADVISOR

James Parsons, *AgFirst*

### FARM SUB-COMMITTEE

Morris Pita, *Committee Chair / Farm Portfolio Director*  
Gary Reti, *Trustee*  
Chevon Horsford, *Advisor*  
James Parsons, *Advisor*

## FARM DESCRIPTION

Whangaroa Ngaiotonga Trust manages the Ngaiotonga A3 block, situated an hour's drive north of Whangārei, nestled in the heart of Whangaruru. The Trust's whenua is bordered by Te Moananui a Kiwa to the east and Whangaruru Harbour to the west. Totalling 1,100ha of coastal hill country, it consists of 360ha of effective farmland, 297ha of forestry, and 443ha of native forest and wetlands. The Trust also leases a neighbouring 40ha block from the Department of Conservation (DOC), giving it a total of 400ha of effective farming area.

The Trust began farming the block in 2020 after nearly 70 years of alienation of its people from their whenua. With the support of its partners the Trust has undertaken an intensive programme of investment in farm infrastructure. In keeping with its kaitiaki obligations on behalf of the descendants of the original owners, it has fenced off 99% of its wetlands, native bush and high erosion areas. It has also established an extensive cell system across its whenua.

The farm summers 1,000 bulls with numbers peaking in October at 1,500. Approximately 70% of stock bulls are sold store at 12 – 15 months of age with the remaining 30% sold to the works aged 26 months. A flock of 40 ewes is run on the farm's steep coastal areas as a source of meat for tangihanga at local marae.

The Trust's operational team is made up of three staff, including its Farm Manager, Farm Worker and Trust Administrator.





# » Whangaroa Ngaiotonga Trust

## GOVERNANCE AND STRATEGY

### VISION

#### *Strong and Successful – People and Land Together*

This is premised on the Trust's belief that when the people and their whenua are connected, the people are uplifted, and when the whenua is connected to its people, the whenua is uplifted.

### STRATEGIC PLAN

The Trust is tasked with protecting and managing the assets of the whenua and people it represents for the benefit of present and future generations. In 2014 it set out its strategic goals and objectives, which were focused on three broad categories:

#### **People**

*Ensuring we communicate effectively with our people, understand who and where they are, and enhancing their connectivity with the whenua and activities of the Trust.*

#### **Organisation**

*Ongoing review and development of Trust policies, widening the skill base of trustees and establishing long term succession planning for strategic continuity.*

#### **Assets**

*Optimising and protecting the Trust's assets on behalf of the people to increase revenues and promote income diversification.*

At the 2020 Annual General Meeting (AGM), the Trust set itself the strategic goal of owning a million-dollar herd by 2025 and the exercise of strict financial discipline, reinvesting annual surpluses back into the farm and growing herd numbers. Achieving that goal two years ahead of schedule in 2023 through the tactical use of debt secured against stock, enabled the Trust to further accelerate its infrastructure development programme and herd numbers, that in turn generated economic headroom for ongoing investment in local marae, urupā, kura and education grants.

Since starting up its farming business, the Trust's strategy has evolved rapidly to reflect its changing strategic environment. Our vision and purpose have not changed and remain centred on an unending commitment to connecting people and whenua, whilst building a state-of-the-art bull fattening operation that establishes an enduring economic foundation to optimise economic growth and independence, as well as the level of investment we can make back into our people and community. Whangaroa Ngaiotonga Trust's strategic priorities for the coming five years are:

- **Farm optimisation:** ongoing investment in sustainable farming productivity and excellence.
- **Taiao protection:** taiao protection and habitat enrichment.
- **Whānau-whenua connection:** continued promotion of whānau – whenua connectivity.
- **People investment:** investing in our people and community.
- **Whenua footprint:** increasing our whenua footprint across Whangaruru.
- **Ecotourism and employment:** employment opportunity creation through ecotourism.
- **Horticulture:** māra kai for marae /commercial horticulture.
- **Partnering:** partnering for growth.



# »» Whangaroa Ngaiotonga Trust



The Trust is exploring options to increase its farm acreage, either by purchasing or leasing additional whenua. We are actively engaging with government bodies and other key stakeholders to identify suitable land opportunities. The Trust will prioritise acquiring or leasing land that aligns with our ancestral whenua and commitment to sustainable long-term stewardship. Our strategy involves building strong relationships with local authorities and financial institutions to secure the necessary funding, whether through grants, low-interest loans or partnerships. We have already begun this process by leasing a 40ha block from DOC near Bland Bay, increasing our effective farming area by 11% up from 360 to 400ha. This model will allow us to scale our livestock operations and sustain our growth.

We are continually refining our farming operations to improve efficiency and productivity. By streamlining processes, implementing new technologies and investing in training for our team, we are able to maximise the use of our current landholdings, reduce costs and increase output.

As an organisation we are focused on sustainable farming practices that not only ensure the longevity of our operations but also appeal to an increasingly eco-conscious market. This includes looking at ways to improve soil health, reduce waste and incorporate regenerative farming practices. We also fenced off our native bush and wetlands totalling 443ha to protect the rare species they are home to including the Matuku (Bittern) and Pāteke (Brown Teal duck).

As an organisation, we plan to diversify our revenue streams. This includes expanding into areas such as commercialising our māra kai and exploring eco-tourism as a way to create new employment opportunities.

The Trust carefully manages its finances to reinvest in the business for future growth and support its capability to invest in its people and community. Whether through internal reinvestment or seeking external funding, we are positioning ourselves to continue expanding and improving our operations. As a Whenua Tōpu Trust we do not use land as debt security and instead use stock as collateral as a means of expediting our growth trajectory.



# » Whangaroa Ngaiotonga Trust

## Implementation

To enable the Trust to transform its plans into reality, individual trustees are allocated portfolios to lead and drive forward (e.g. farm, forestry, miere, community and education grants). This structural model provides energy and focus on areas of strategic importance and gives the Farm Manager, Matt Payne, uninterrupted access to the Trust Farm Portfolio Director, Morris Pita, for the feedback and support needed to move swiftly and act on opportunities as they emerge.

## Values

The Trust's core values of action, constructive service, excellence, integrity and understanding drive our culture. These translate into an attitude that emphasises the importance of "getting stuff done", empowerment and not being afraid to hold and pursue bold ambitions on behalf of our people and whenua.

## Business principles

At the heart of our Trust is the belief that when the people are connected to the whenua, and the whenua is connected to the people, both are uplifted. We are dedicated to leaving the whenua in a better condition than we found it, through sustainable practices and decisions that honour both the land and the people it supports. Our ultimate goal is to create a legacy where the whenua is able to thrive, and owners and their descendants are empowered to continue to build upon their symbiotic relationship with their whenua, their tūpuna and generations to come.

## GOVERNANCE



The Trust holds an AGM in November for owners and whānau who whakapapa to the whenua. These meetings are an opportunity to update people on the mahi of the Trust and to seek support for the direction the Trust is taking on their behalf. They are also an opportunity to celebrate where our people and whenua have come to after years of disconnection, and to award grants to community groups and rangatahi. Our AGMs include farm tours led by the Farm Manager to allow the people to reconnect with the whenua and to see firsthand the way the farm is developing.

## »» Whangaroa Ngaiotonga Trust

The Trust consists of seven trustees, nominated and elected on a three yearly rolling cycle with a third of the trustees coming up for re-election or replacement at every AGM. Current trustees are Morris Pita and Hühana Lyndon (Co-chairs), Wess Wetere, Gary Reti, Carla Martin, Pat Haika and Gloria Matenga.

The Trust also has a Farm Sub-Committee made up of two current trustees, Morris Pita (Committee Chair) and Gary Reti, the Farm Manager Matt Payne, and two independent advisors, James Parsons from AgFirst and Chevon Horsford from Beef + Lamb New Zealand (B+LNZ). The committee's role is to provide focused strategic oversight of farming operations and guidance to the Farm Manager, ensuring the farm's activities align with the Trust's objectives.

The Trust is made up from a diverse group of descendants of the original owners of the block with a broad range of knowledge and skills. These include cultural and historical expertise, as well as experience in forestry, tourism, management, finance, strategy and running start-up companies. The majority of trustees live in Whangaruru so are directly connected into local community and whānau networks.

As part of their induction, new trustees are briefed on Trust policies and processes. Training requirements are identified in accordance with the experience of each trustee. In addition, the Trust is focused on succession planning and the identification of future leaders able to be brought on as associates and/or committee members, to observe and learn based on a tuakana-teina model of organisational development.



The Trust has long term relationships with a number of subject matter experts who provide advice across a range of disciplines and industries:

- AgFirst – James Parsons (Farm Consultant and Farm Sub-Committee member)
- Chevon Horsford (Uri and Farm Sub-Committee member)
- Jeff Morrison and Associates – Jeff Morrison (Lawyers)
- BDO Accountants – Scott Kennedy (Accountants)
- Paul McCready – Forme Forestry Consultants
- Plant and Food Research – Horticulture Advisors



# » Whangaroa Ngaiotonga Trust

## SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

The Trust's social, community and cultural goals are based on the following strategic priority areas:

- **Taiao protection:** taiao protection and habitat enrichment.
- **Whānau-whenua connection:** continued promotion of whānau – whenua connectivity.
- **People investment:** investing in our people and community.
- **Horticulture:** māra kai for marae / commercial horticulture.

In accordance with our obligations as kaitiaki, the Trust has undertaken a comprehensive wetland and native bush fencing programme. Nearly all (99%) of wetlands and bush are now fully fenced off, providing a safer environment for rare native species such as the Matuku (Bittern) and Pāteke (Brown Teal duck).

The Trust is committed to investing in its community and people as part of its mission to connect whānau and whenua. For example, the Trust replaced the windows and joinery at Tuparehuia Marae and funded the construction of a new ablution block at Ngaiotonga Marae. Most recently, in 2024, the Trust's farming team, along with its tractor and fencing equipment, assisted Te Oteaka Urupā Committee in building a new urupā fence.

Each year, the Trust also makes a koha to Whangaruru Primary School to support kapa haka and other educational activities, e.g. beekeeping equipment. We also helped fund new uniforms for the Whangaruru Rugby Team. As part of its succession planning programme the Trust provides annual education grants, supporting whānau studying everything from zoology, te reo and teaching, to business, law and the arts.

The Trust has also implemented an initiative to provide meat for tangihanga. This includes mutton and lamb from the coastal parts of the property unsuitable for cattle and helps ease the financial burden on whānau. In addition, the Trust distributes meat packs and jars of honey from the ngāhere to whānau at AGMs, further fostering connections between the people and their whenua.

A more recent initiative aims to reconnect whānau with the land through a collective māra kai project on the farm. This project marks an important beginning of the revival of traditional soil cultivation and horticultural practices. In the short term, the goal is to grow vegetables and fruit for hui and tangihanga. In the long term, the Trust envisions expanding these gardens to create employment opportunities and commercial partnerships with local restaurants and supermarkets in the Tai Tokerau region.





# »» Whangaroa Ngaiotonga Trust

## FARM DATA AND FINANCIAL DATA

### FARM DESCRIPTION

Total area ha	1,100
Effective grazing ha	400
Subdivision	450 paddocks, paddock size 0.5 to 1ha
Water supply	Reticulated water system with 480 troughs, 9 header tanks supplied from fresh water awa and dam
Contour	Rolling
Pasture	Ryegrass, white clover, kikuyu and other species
Fertiliser applied for year kg/ha	235kg/ha super phosphate plus, 30T lime and 15T urea applied at 65kg/ha
Seasons rainfall mm	Average annual rainfall 1,500mm over 2024
NIWA 10 year rainfall mm (nearest location)	1,072mm (Opua Weather Station, Bay of Islands)
Olsen P	Average 25
Soil pH	Average 6.4

### LIVESTOCK SUMMARY

Opening Stock Numbers	2021-22	2022-23	2023-24
<b>SHEEP</b>			
MA Ewes			
2 Tooth Ewes			57
Ewe Hoggets		58	13
Ram/Other Hoggets			
Breeding Rams			1
Other			
<b>Total Numbers</b>		<b>58</b>	<b>71</b>
<b>Total Sheep Stock Units (SSU)</b>		<b>41</b>	<b>67</b>
<b>CATTLE</b>			
MA Cows			
R3 Heifers			
R2 Heifers			
R1 Heifers			
R1 Bulls	234	454	77
R2 Bulls	80	133	613
R3 Bulls			
R1 Steers			
R2 Steers			
R3 Steers			
Breeding bulls			
<b>Total Numbers</b>	<b>314</b>	<b>587</b>	<b>690</b>
<b>Total Cattle Stock Units (CSU)</b>	<b>1,453</b>	<b>2,708</b>	<b>3,412</b>
Non Owned Grazing Stock Units	825	820	
<b>Total Stock Units</b>	<b>2,278</b>	<b>3,528</b>	<b>3,412</b>
<b>Sheep/Cattle/Deer Ratio</b>	<b>0/100/0</b>	<b>0/100/0</b>	<b>0/100/0</b>





# Whangaroa Ngaiotonga Trust

## FINANCIAL AND PHYSICAL SUMMARY

All entrants accounts and supporting data were analysed using B+LNZ 'Yardstick' benchmarking resource to create three years of data and identify trends. B+LNZ's Yardstick programme uses IRD's National Average Market Values to determine opening and closing livestock values.

B+LNZ Class 4 - Northland-Waikato-BoP	2021-22	2022-23	2023-24
<b>PHYSICAL SUMMARY</b>			
Effective Area (ha)	400	400	400
Stocking Rate per ha (SU/ha)	5.7	8.9	8.7
Labour Units	1.10	1.01	2.00
Total SU's per Labour Unit	2,071	3,534	1,740
Lambing % (Excl.Hgts)	NA	NA	133.3%
Total Lambs Breed	NA	40	76
Lambs breed from Hoggets	NA	40	NA
Calving % (MA Cows + R2 Hfrs)	NA	NA	NA
Loss % Adult Sheep	NA	NA	2.8%
Loss % Adult Cattle	0.4%	1.5%	0.5%
Sheepmeat Production (kg CW/ha)	NA	3.1	3.5
Beef Production (kg CW/ha)	130.5	257.4	192.6
Wool Production (kg/ha)	NA	NA	NA
Net Production (kg/ha)	130.5	260.5	196.1
Fertiliser Applied (kg/ha)	221.3	194.8	236.6
Lime Applied (kg/ha)	NA	NA	NA
<b>FINANCIAL SUMMARY</b>			
GFR/ha	\$799.32	\$1,606.81	\$944.59
FOE as a % of GFR	65.5%	36.1%	103.0%
EBITRm/ha	\$186.09	\$873.86	-\$180.13
EBITRm per kg of Production	\$1.43	\$3.35	-\$0.92

*Notes*

GFR = Gross Farm Revenue

FOE = Farm Operating Expenditure

EBITRm = Earnings Before Interest Tax and Rent less Managers Salary

Highlighted Cells = Industry agreed RMPP Key Performance Indicators

The Trust maintains detailed records of animal weights and production levels which are entered into Farmax, a leading farm management decision support tool. Whilst the Trust acknowledges the modelling by B+LNZ, its financial and production analysis using the Yardstick benchmarking tool does not correspond with Trust records. For example, based on Trust data, the above table overstates the 2022/23 Net Production (kg/ha) and EBITRm, and understates the 2023/24 Net Production (kg/ha) and EBITRm. Further data detailing the Trust's farm performance is provided in the Business Management section of this document under the heading "Key Performance Indicators". The Trust's understanding of the reason for these differences is the use of standardised animal weights based on age by the B+LNZ Yardstick benchmarking tool, which has understated weights for the Trust's autumn born cattle. The divergence in values of animals on hand at year end explains the reporting variances.



# »» Whangaroa Ngaiotonga Trust

## SHEEP AND BEEF FARM SURVEY BENCHMARKING

We are using the B+LNZ Economic Service survey data to benchmark entrants. The 2022-23 year compares each entrant to the Mean and top 20% of farmers in their farm class ranked by Earnings Before Interest, Tax, Rent and mangers salaries (EBITRm). The 2022-23 year is the mid year of the three years information supplied by each entrant.

The Red Meat Profit Partnership (RMPP) developed a core set of KPI measures for sheep and beef farm businesses.

<https://beeflambnz.com/key-performance-indicators-kpis>

Some of these KPIs are highlighted Green in the tables.

Whangaroa Ngaiotonga Trust, 2022-23 Northland-Waikato-BoP - Farm Class 4				
Farm Class 4, 2022-23	Unit	Mean*	Top 20%*	My farm
<b>Income</b>		<b>per hectare</b>	<b>per hectare</b>	<b>per hectare</b>
Sheep	\$	\$380.24	\$661.54	\$24.24
Wool	\$	\$16.35	\$17.81	
Total sheep	\$	\$396.59	\$679.35	\$24.24
Beef	\$	\$680.21	\$875.87	\$1,389.10
Non-dairy grazing	\$	\$0.11		
Dairy grazing	\$	\$106.79	\$277.95	\$155.08
Deer & velvet	\$	\$3.28		
Cash crop	\$	\$3.19		
Other farm income	\$	\$30.06	\$48.93	\$38.39
<b>Gross Farm Revenue (GFR)</b>	<b>\$</b>	<b>\$1,220.11</b>	<b>\$1,882.10</b>	<b>\$1,606.81</b>
GFR per labour unit	\$	\$300,616	\$456,607	\$636,359
GFR per SU	\$	\$138	\$189	\$180
<b>Expenses</b>		<b>per hectare</b>	<b>per hectare</b>	<b>per hectare</b>
Wages (excluding manager)	\$	\$102.41	\$69.68	\$1.18
Animal health	\$	\$47.50	\$42.32	\$40.63
Weed & pest	\$	\$18.27	\$22.06	\$1.20
Shearing	\$	\$33.87	\$44.68	
Fertiliser	\$	\$137.44	\$153.40	\$99.69
Lime	\$	\$11.43	\$10.31	
Seeds	\$	\$6.44	\$11.40	
Vehicles & fuel	\$	\$64.03	\$59.23	\$37.40
Electricity	\$	\$9.80	\$8.25	\$3.83
Feed & grazing	\$	\$47.49	\$72.42	\$11.47
Cultivation & sowing	\$	\$6.80	\$18.53	
Repairs & maintenance	\$	\$93.46	\$110.19	\$64.84
Irrigation	\$			
Freight	\$	\$26.84	\$55.61	\$31.88
Administration	\$	\$30.65	\$31.25	\$178.48
Other expenses	\$			
<b>Farm Working Expenditure (FWE)</b>	<b>\$</b>	<b>\$646.20</b>	<b>\$715.88</b>	<b>\$470.58</b>
FWE ratio - as percentage of GFR	%	53.0	38.0	29.3

\*Benchmarking data is ranked by EBITRm per hectare



## » Whangaroa Ngaiotonga Trust



**Whangaroa Ngaiotonga Trust, 2022-23**  
**Northland-Waikato-BoP - Farm Class 4**

Farm Class 4, 2022-23	Unit	Mean*	Top 20%*	My farm
		per hectare	per hectare	per hectare
Insurance & ACC	\$	\$25.10	\$29.07	\$28.72
Rates	\$	\$34.71	\$37.34	\$81.28
<b>Farm Operating Expenditure (FOE)</b>	<b>\$</b>	<b>\$706.01</b>	<b>\$782.29</b>	<b>\$580.58</b>
<b>FOE Ratio - as percentage of GFR</b>	<b>%</b>	<b>57.9</b>	<b>41.6</b>	<b>36.1</b>
Interest	\$	\$143.63	\$232.71	\$21.10
Rent	\$	\$38.99	\$70.08	
Manager salary	\$	\$14.00	\$22.21	\$150.86
Depreciation	\$	\$65.65	\$78.12	\$152.37
<b>EBITRm</b>	<b>\$</b>	<b>\$434.45</b>	<b>\$999.49</b>	<b>\$873.86</b>
EBITRm per kg of production	\$	\$2.07	\$3.41	\$3.35
<b>Farm Profit Before Tax (FPBT)</b>	<b>\$</b>	<b>\$251.83</b>	<b>\$696.71</b>	<b>\$701.90</b>
Capital value	\$	\$19,131	\$21,055	\$26,974
Working capital	\$	\$497	\$557	\$452
Total farm capital	\$	\$19,628	\$21,612	\$27,426
<b>Economic Farm Surplus (EFS)</b>	<b>\$</b>	<b>\$100.18</b>	<b>\$623.05</b>	<b>\$439.62</b>
RoR (incl. assessed owner reward)	%	0.5	2.9	1.6
RoR (excl. assessed owner reward)	%	2.2	4.7	3.2

\*Benchmarking data is ranked by EBITRm per hectare





# »» Whangaroa Ngaiotonga Trust

## BUSINESS MANAGEMENT

### GOALS

Business growth goals:

- Gross Farm Income (GFI) of \$1,900/ha.
- Economic Farm Surplus (EFS) of \$600/ha.
- Production of 350kg CW/ha by FY2027.
- Annual Farm Profit of \$200,000 pa after debt servicing.

### KEY PERFORMANCE INDICATORS

Year	20 – 21	21 – 22	22 – 23	23 – 24	24 – 25 Forecast	25 – 26 Plan
Meat Production/ha	107kg CW/ha	195kg CW/ha	213kg CW/ha	217kg CW/ha	277kg CW/ha	332kg CW/ha
Net Livestock Income (Total)	\$218,859	\$401,411	\$399,471	\$375,919	\$811,767	\$690,600
Gross Farm Income/ha	\$516	\$947	\$994	\$935	\$1,686	\$1,902
Economic Farm Surplus/ha	\$172	\$256	\$190	(\$281)	\$399	\$563
Herd Value 30 June	\$253,313	\$626,701	\$816,814	\$1,054,517	\$1,083,793	\$1,122,351
Feed Conversion Efficiency (kgDM/kgCW)	33.6	22.54	25.87	23.82	21.01	20.52

### STRATEGIES

Our key focal points are based on building an organisation with disciplined people, great culture, simple systems, good infrastructure, good pasture management, good decision support tools, the right stock policy and improving soil health.

The Trust has deliberately operated a stock policy of bulls, run on cell systems. Purchasing and selling is flexible if seasonal fluctuations as Friesian bulls are a readily traded commodity. Developing good infrastructure and investment in fertiliser and water has enabled continual improvement in farm performance.

Getting the farm performing first has funded the expansion of a skilled management team and cash generation to explore scaling up the farming business and explore diversification opportunities.

The majority of cattle sales fall in Oct – Dec so we catch the high selling markets as well as reducing weight carried per ha over summer as we are not a summer safe farm.

Giving back to the community whether that is through employment, education grants, koha to the local school, rugby club, marae and sheep donations.





# » Whangaroa Ngaiotonga Trust

## **Skilled people and maintaining core disciplines**

Matt Payne was the Trust's first full-time employee, starting as Farm Manager in June 2021. Tori Norman then joined as the Trust Administrator in November 2021. Then, in 2023, Kieren Wetere-Hepi came on board as a Farm Worker. Together, these high performers complement a strong governance group and farm advice from AgFirst. Very good disciplines around budgeting, monitoring animal growth rates and monthly reforecasting production (and therefore cashflow forecasting) enables the management team and governance group to function cohesively and make quick, robust and proactive decisions based on good information. Decision support tools such as Farmax and Figured are utilised extensively in this process. In summary, the team have a very good cadence.

## **Development investment**

Gorse control and further cell system development meant the Trust could end the initial beef cow grazing arrangement which returned a gross margin of 10c kg/DM, compared to a 20c to 25c kg/DM gross margin for bulls. There are still sections of the farm yet to be developed into cells which will further increase production and profits. Steadily improving soil fertility through fertiliser applications is also improving soil health and pasture production.

## **Strategic debt**

Purchasing extra bulls to replace grazing beef cows required a debt facility secured against livestock. This enabled more rapid growth and subsequent debt repayment. The Trust is not averse to borrowing more funds in this manner to enable strategic growth.

## **Valued business relationships**

Being good to deal with makes the Trust a desirable client. Stock firms, meat companies, trucking companies, neighbours, the Trust's bank, contractors and advisors are communicated with promptly, paid on time and valued. Consequently, they provide great service.

## **BUDGET**

The Trust's Farm Manager drafts a farm budget each year in March/April utilising Farmax and Figured. This is then reviewed by the Farm Committee and subject to any modifications is recommended to the Trust for review and adoption. The Farm Manager has a high level of delegated authority for stock purchases and sales so is able to act swiftly, and a lower level of delegated authority for other areas of expenditure.

All transactions are coded in Xero which updates the Figured cashflow forecast. All stock purchases, sales, animal liveweights and pasture covers are recorded in Farmax which monitors key benchmarks and reforecasts gross profit from livestock. Monthly cashflow reforecasting is undertaken by entering aggregated stock sales less purchases from Farmax into Figured to monitor forecast vs the approved plan. These are then regularly discussed with the Trust's Farm Portfolio Director and also reviewed throughout the year by the Farm Sub-Committee.

# »» Whangaroa Ngaiotonga Trust

## FEED PRODUCTION

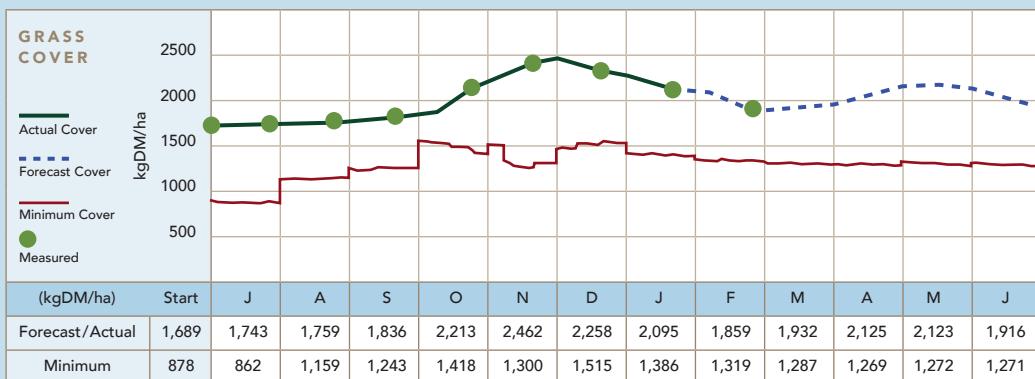
### GOALS AND MANAGEMENT PLANS

#### Focus area: Feed management

Since getting underway in 2020, our primary focus for feed has been improving pasture quality through cell grazing (no re-grassing or mulching). The farm is seeing very positive results with the originally heavy kikuyu-based pasture now predominantly rye and clover during winter and spring, with the kikuyu taking back over once it gets too dry for the clover and rye to survive.

Our goal is to grow 8.5 tonnes of drymatter per ha, improve pasture quality and achieve pasture utilisation of 85%. In the 23 – 24 year we grew 6.6 tonnes of drymatter/ha and utilised 80%. We will improve this through improved soil fertility and optimal grazing management.

Pasture cover measurements are taken regularly and entered into Farmax to ensure we have sufficient cover to maintain predicted animal growth rates in the months to come, and also to ensure we are stocked correctly in our tighter months.



#### Focus area: Soil management and fertility

Soil management is very important to the farm as healthy soil translates to the quality of grass and beef produced.

We do soil tests biannually to ensure we are applying the correct amount and type of fertiliser in our annual applications. In 2020, when the Trust regained management of the whenua, the soil fertility was very poor at a pH of 5.3 and Olsen P of 10. Capital fertiliser and regular maintenance has lifted these tests to a farm average of 6.4 pH and Olsen P 25.

Something else we work to mitigate is sediment runoff and pugging damage. We reduce these risks with riparian strips around our wetlands and 80 to 90 day winter rotations with cattle staying in one paddock for 1.5 to 2 days. This keeps stock happier and settled as they access new grass every second day and spend less time walking / compacting the soil and pugging. On the wetter areas of the farm we run our lightest stock.



# » Whangaroa Ngaiotonga Trust

## ANIMAL PRODUCTION

### GOALS AND MANAGEMENT PLANS

#### Focus area: Sheep and wool production

The Trust currently runs a small flock of approximately 40 ewes. We recently changed breed to Wiltshire to remove shearing and crutching costs. These sheep are run along our fluffy, less productive coastal paddocks, and are used to donate to local marae for tangihanga.

#### Focus area: Cattle production

As a new operation, our cattle trading numbers have steadily increased each year. The table below shows the herd size at 30 June each year dating back to 2020.



As noted above, a key metric for our farm is kg CW/ha. Our target is to reach 350kg CW/ha produced by 2027. By growing 8.5 tonnes drymatter and utilising 85% of the feed grown at a feed conversion efficiency of 20.5kgDM/kgCW, we will achieve our 2027 target of 350kg CW/ha and our Gross Farm Income target of \$1,900/ha.

The beef herd has reached a steady state now involving 750 bull calf purchases each year. 60% of these are autumn bull calves and 40% are spring calves. Most of these are carried through one winter and then sold store in October and November at 280 – 320kgLW.

Approximately 240 of the biggest bulls are retained and carried for one more winter, and then killed the following spring before the summer dry.

The R2 bulls are run on the free draining flat to rolling country through winter and spring while the R1 bulls are run on the wetter and less productive areas.

# »» Whangaroa Ngaiotonga Trust

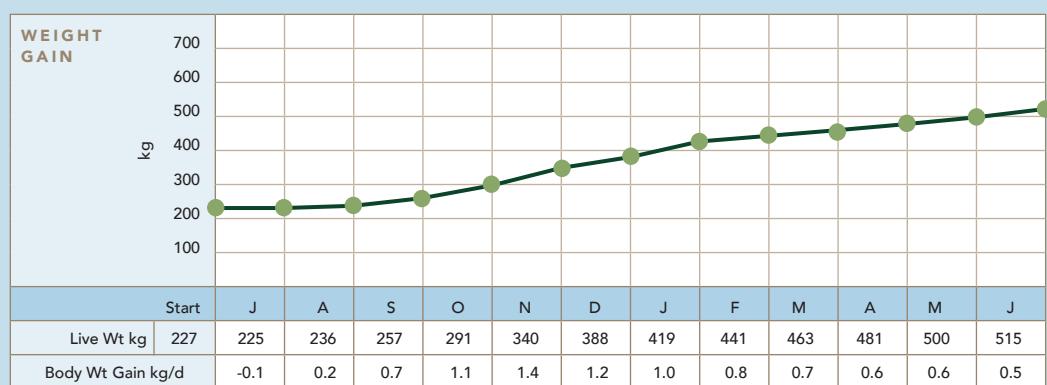
## AVERAGE WEIGHTS ON ALL 2024 SALES

**Works bulls average carcass weights:** 314kg.

**Store bulls average live weights:** 280kg – 320kg.

Replacement bull calves averaged 111kg purchased as 100kg weaners in July – Aug and Oct – Nov. 60% autumn born and 40% spring born.

Cattle weights are monitored throughout the year to ensure we are on track to deliver our targeted weights when it comes to sale time.



### Focus area: Animal health

As a trading farm with young stock sourced from off-farm, we are very aware about the issue of drench resistance. All cattle coming onto the farm are drenched with a triple combination oral and injected with a 5-in-1. Following this, they are quarantined for several days in holding paddocks before being moved into designated cell systems where we adhere to a strict drenching programme. R2 bulls are then rotated through the holding paddocks to deal with any resistant worms.

Through summer and autumn, the R2 and R1 bulls switch places to minimise worm burdens and reduce animal health costs.

Liver fluke was once a problem on the farm prior to 2020. This is no longer a material issue with 99% of waterways fenced off and 480 troughs installed across the farm.





# » Whangaroa Ngaiotonga Trust

## HUMAN RESOURCE AND HEALTH AND SAFETY

### MANAGERS, STAFF

#### Goals

People management success to us is creating developmental pathways and nurturing and growing staff to better themselves within the industry so they are able to take on more responsibility and transition into more advanced rolls in the business or wherever their journey takes them – as long as we have upskilled them, we have succeeded!

Having an approachable, helpful team where everyone feels comfortable to ask questions and share ideas, are a function of an open and innovative farming culture, where people are unafraind to offer different views or try new ways of doing things .

We also place value on staff wellbeing and retention by promoting a healthy work/life balance, ensuring staff take their annual leave so they are safe and well rested when at work.

#### Strategies

The Trust recruits highly motivated likeminded people with a passion for farming and the environment. New staff regularly get delegated tasks, as they grow they attain more autonomy that enables them to develop professionally, becoming more independent and forward thinking which is essential in the farming industry.

Regular feedback is given on things people have done well and why and what they can improve on, as well as ideas on how to make that improvement.

If a person has less experience in a certain area, they are trained by an experienced staff member and/or get outside training provided by the Trust whenever required.

Health and safety is very important to the Trust and its employees for staff and anyone coming onto the farm. We use the B+LNZ Health and Safety management system on-farm. Management and staff regularly meet and talk freely about any safety concerns or new hazards that have arisen. These hazards are then marked on a whiteboard in the workshop and everyone on farm is made aware of the issue. Fixing the hazard is then made a priority until it can be crossed off the Health and Safety board. All visitors to the farm receive a health and safety induction before heading out onto the farm.

### ADVICE AND SUPPORT

#### Rural professionals

We communicate regularly with our farm advisor, accountant, vet, fertiliser representative and bank manager to keep things running smoothly.

In addition, Farm Sub-Committee hui are held quarterly with our Farm Consultant present and another independent advisor from B+LNZ. The farm committee is an important part of supporting the frontline team in its mahi to achieve the strategic priorities of the Trust.

The farm staff attend farming field days around the district to share and pick up different ideas with likeminded farmers and industry professionals, and stay up to date with new farming and management techniques.





# »» Whangaroa Ngaiotonga Trust

## ENVIRONMENT AND SUSTAINABILITY

### GOALS

As described in the Trust's Farm Environmental Plan and policy documents, the Trust is committed to ongoing improvement of its environmental footprint. This includes initiatives to protect endangered species and vulnerable native trees, reducing erosion risk on coastal cliffs and improving overall animal welfare.

#### **Wetlands, native, coast**

Now that we have 99% of our wetlands fenced off, our focus has turned to our yearly planting programme. We have started this in the areas with few if any native plants to accelerate the creation of an inviting habitat for native and endangered species that call Ngaiotonga home, such as the Matuku (Bittern) and the Pāteke (Brown Teal duck). We poison, trap and shoot rats, stoats and possums with noticeable results for many of our older native trees that were once dying due to extensive possum damage but are now recovering quickly.

All of the fragile erosion prone coastline is fenced off giving the existing natives a greater chance to thrive and stabilise the steep fragile terrain as well as keeping cattle from falling off the steeper bluffs. In the short few years that we have had all the native bush areas made into stock exclusion zones, the small and fragile undergrowth has started to take off. Ngātiwai Trust Board has provided additional support by planting a number of juvenile kauri along the coast.

#### **Animal shade and shelter trees**

Alongside our riparian plantings we have started planting pōhutukawa and totara trees around the rohe to provide shade and shelter in years to come as well as further beautifying our whenua.

#### **Minimising inputs and emissions**

We operate low input systems with no re-grassing and mulching. Together with having a quarry on-site, these factors reduce diesel usage and emissions. Moreover, with the cell grazing systems we use, no additional feeding out is required which also cuts down on machinery use and labour.

Our efforts to increase pasture quality using grazing techniques reduces the amount of methane per kg of beef produced and increases farm profitability at the same time.

### KEY PERFORMANCE INDICATORS

- Increased biodiversity measured by bird surveys, pest control activities and retired bush regeneration density through photographs.
- Area of wetlands fenced off and retired from livestock access, reducing E.coli contamination and sediment resulting increased health of waterways.
- Number of trees planted per year through community planting days.
- Improved GHG emissions profile measured through Farmax, both in intensity kg CO<sub>2</sub> equivalent / kgCW and total net CO<sub>2</sub> equivalent emissions when allowing for carbon sequestration through tree planting.
- Reduced N and P leaching measured via overseer modelling.



# » Whangaroa Ngaiotonga Trust

## STRATEGIES

Soil health and fertility enables the success of everything from pasture quality to animal growth rates.

The grazing strategies we use complement the soil and our desired pastures. Winter rotations are 80 to 90 day rounds, keeping the numbers per mob relatively small (R1 bulls at 25 – 35, R2 bulls at 10 – 20). The cattle are shifted every 1.5 to 2 days to minimise cattle walking and causing pugging damage, sediment run-off and compacting of the soil. Riparian strips are around all harbour inlets and wetlands, which act as sediment traps if there is heavy rain.

### Key strategies

- Our strategic use of nitrogen, only applying light per ha rates when needed.
- Regular pasture monitoring to ensure we have at least 60 days of forecast feed ahead so animals are well fed and grow faster whilst improving emissions ratios.
- Native planting days involving trustees and beneficiaries.
- Lowering GHG emission intensity through improving pasture quality plus offsetting emissions with additional tree planting.
- No re-grassing or supplementary feeding, reducing diesel usage.
- Pest control programmes trapping possums, rats and stoats.



# »» Whangaroa Ngaiotonga Trust

## INNOVATION

### Software

Farmax is used extensively for everything from budgeting and forecasting of cattle weights and pasture cover, through to creating a range of scenarios to find the most effective and profitable options for stocking the farm.

### Solar

We are currently looking into solar bore options to decrease the farms power usage along with improving the water quality for the stock to further enhance animal health and stock growth rates.

### Horticulture

The Trust has been working alongside Plant and Food Research and Williamson Water & Land Advisory to identify areas that could be suitable for water storage and monitoring creek flow rates along with range of horticulture options to help the farm diversify into other revenue generating businesses.

### Pest plants

In 2020 when we regained management of the whenua, a large portion of the farm's pastures were covered in mature gorse, tobacco weed and rank pastures. After getting the majority of these areas aerial sprayed we contract grazed a beef herd of cows. As well as proving cashflow this was a cost-effective way to break in these rough areas by the way of hoof and tooth, rather than spending significant funds on machinery when at the time there were other higher priority infrastructure projects underway, particularly waterway fencing.



# » Whangaroa Ngaiotonga Trust

## INFRASTRUCTURE

### **Water supply**

The farm water supply comes from two different sources – a fresh water stream at one end of the block and a dam at the other. Water is then pumped up to nine header tanks scattered around the farm by pressure pumps and then gravity fed through our extensive network of water lines to 480 largely micro troughs. Previously, stock accessed water from wetlands, streams and dams.

### **Tracks**

We have a good network of fenced off farm laneways which all lead to our main modern set of cattle yards located in the centre of the farm. All the main high traffic lanes are metalled from our own on-farm quarry keeping them well maintained. Having an efficient and well planned farm track system is both safe and enjoyable, and makes it time efficient when traversing the farm, shifting cattle to and from the yards for drenching and weighing, in addition to relocating cattle.

### **Buildings and yards**

The Farm Manager and Farm Worker's houses have each undergone recent renovations including new kitchens, roofing, fireplaces, weatherboards, insulation and bathrooms. These renovations are ongoing with more building work planned for 2025. There is a third house that was previously rented out, but is currently empty as it undergoes renovations. There is an implement shed and a hay shed used to store the tractor, as well as a now unused woolshed (with potential as a base for ecotourism operations in the future).

There are two sets of cattle yards on the farm, one set is quite old but still functions well with the main yards built just after the Trust regained control of the whenua in 2020. The yards are a modern and efficient design and work very well.

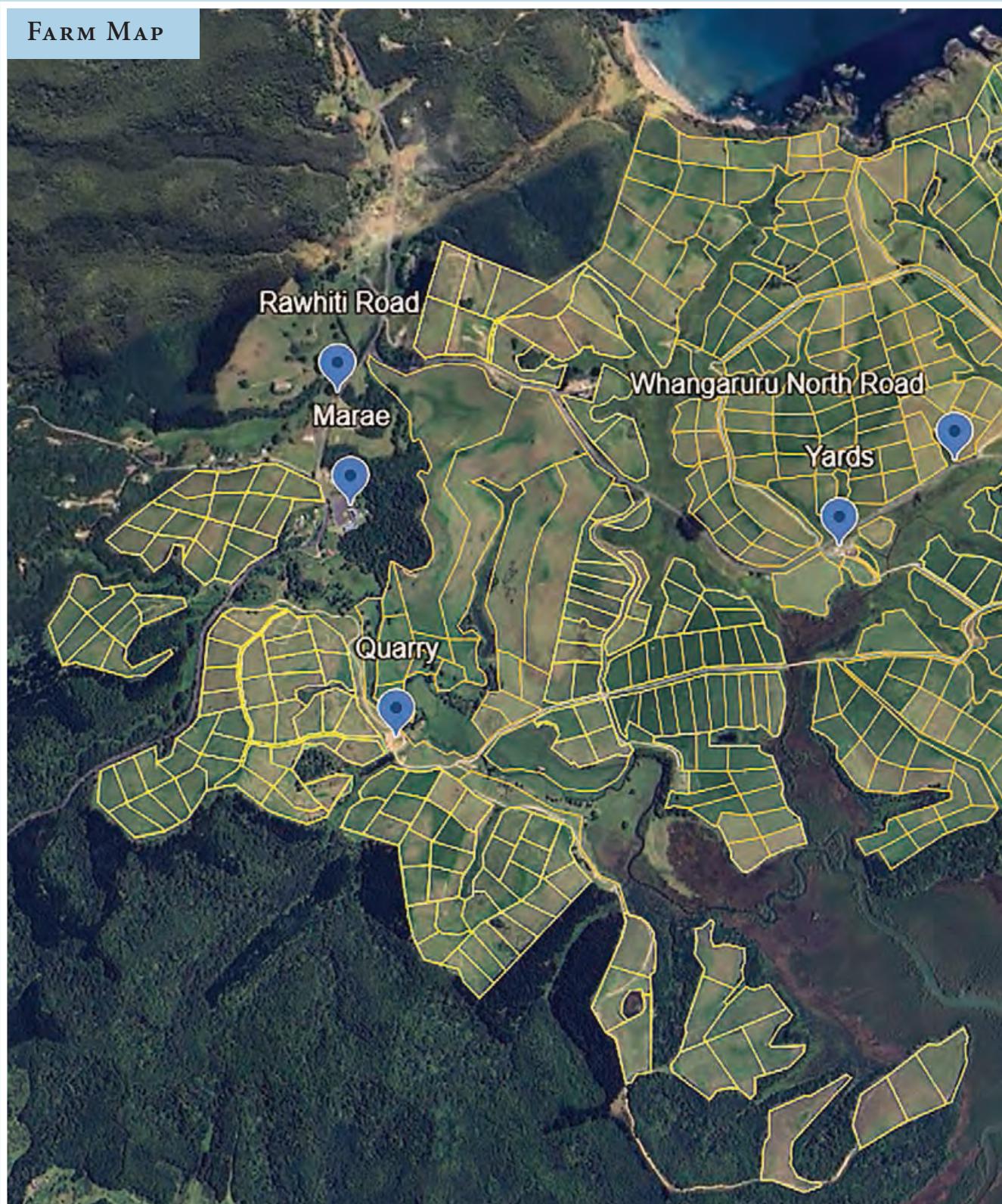
### **Fences and paddocks**

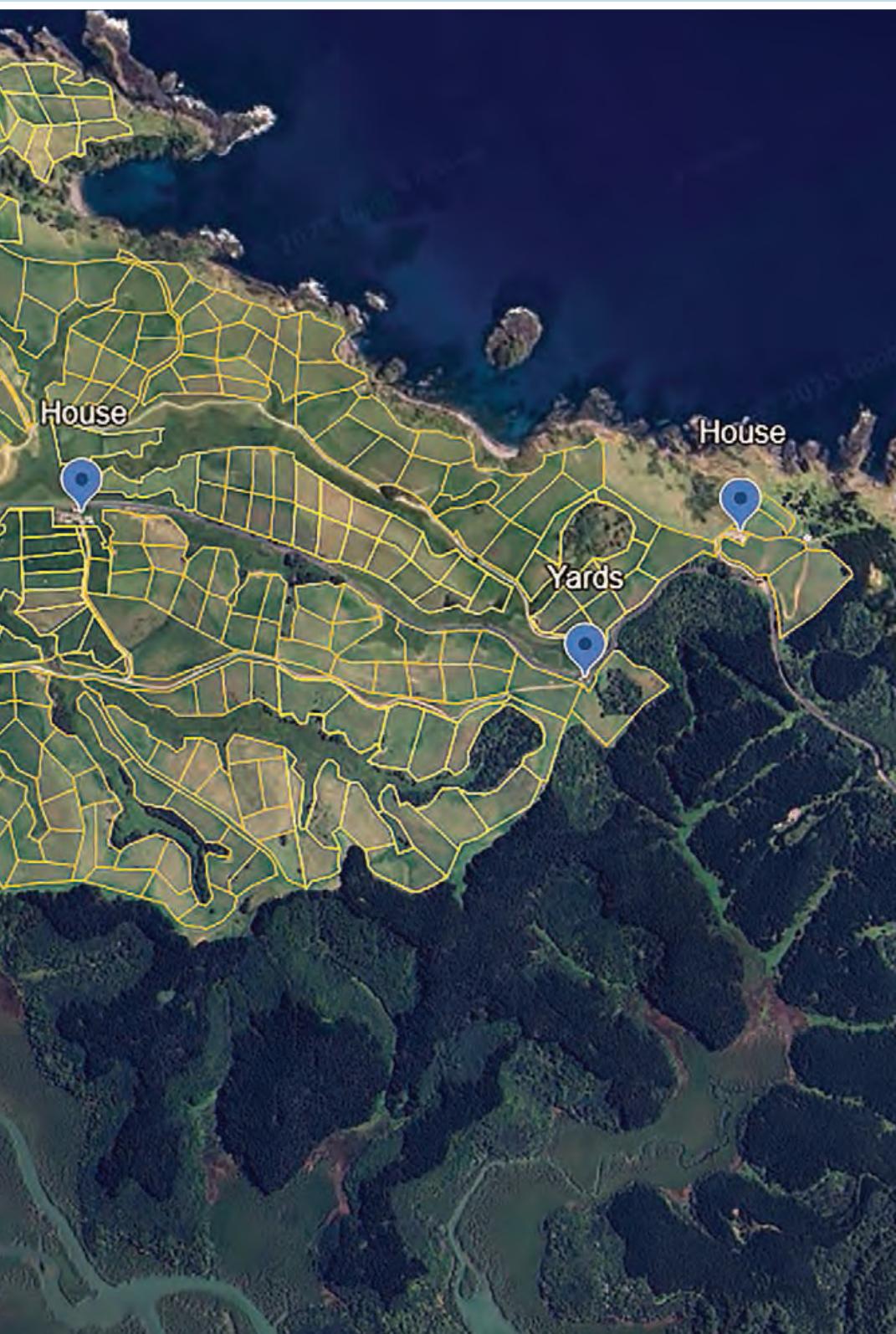
In 2020, the farm had 47 paddocks, partitioned by traditional post and batten fences, many of which were derelict and not holding livestock. At the time, no coastline, waterways or wetlands were fenced off, nor were there fenced laneways. The farm now comprises 450 paddocks of largely two-wire electric and some three-wire electric fencing.

A larger implement shed is planned to store the tractor and equipment next to the Farm Manager's house. As previously discussed, a water bore is planned to improve water reliability when the dam struggles to keep up in the dry summer months. Further cell system development is also planned and the installation of additional micro troughs.



## » Whangaroa Ngaiotonga Trust





## »»» FINALISTS



### AHUWHENUA YOUNG MĀORI FARMER AWARD 2025

SHEEP & BEEF



#### Coby Warmington

*Te Mahurehure, Ngāpuhi*

Coby Warmington, 29, is the Farm Manager at Waima Topu Beef Ltd, a bull beef finishing farm in Waima, Northland. The farm has 385 effective hectares of mostly rolling hill country. Coby lives on-farm with partner Holly and their four kids.

Coby is from Waima, where his passion for farming evolved from an enjoyment of being outdoors and working with animals, as well as a love for kai and feeding people. His earliest memories of farming were misty mornings, tagging along with dad to help on his grandfather's beef breeding farm. During school Coby studied agriculture, receiving top of the class. Coby then worked for three years at a local meat works, gaining valuable knowledge, but realising indoor chain work was not for him. He then began working for a local fencing contractor, as well as part-time mustering jobs. Skills learned during this time helped him into a full-time shepherding role at Oromahoe Trust, where he gained experience with intensive bull finishing systems, and was supported into studies with Primary ITO.

Coby started at Waima Topu Beef in January 2021 as a Shepherd/General, when an opportunity to move home was too hard to turn down. The farm was at the beginning of a massive re-building phase. Being involved in projects such as a new water system, fencing, roading and weed control have excelled Coby's personal development, he gained a lot of practical knowledge during this process and had great support from the business's directors and advisors. He became Farm Manager in March 2023.

While Coby has been on board the farm has transformed from a small number of extensive paddocks, low quality in-paddock dam water and 100ha+ of mature gorse and tobacco, to 165ha of intensive grazing cells, a robust water reticulation system, kilometres of metalled farm tracks and gorse areas brought back into grazing. Coby and the directors are passionate about mitigating the negative effects farming has on the environment and as a part of the farm's development has excluded stock from many waterways, native bush blocks and erosion prone areas. On-farm focus has now turned to utilising improvements to increase animal performance and farm production.

Coby is grateful for the opportunities given to him in his early farming career. He thanks the farmers who employed him and shared their knowledge, helping to mould him into the farmer he is today. He enjoys catching up with these mentors and loves to lend a hand on their farms when possible.

Coby enjoys playing rugby and spending time with family and friends. Living at home gives him the opportunity to contribute to his community through coaching kids' rugby teams, kai mahi on the marae, cleaning and gravedigging at the urupā, and supporting the local kura. He thinks the most rewarding part of farming at home is the ability to be close to whānau, being a positive role model in your hapū and caring for your own whenua.

Coby's plan includes continuing the development of Waima Topu Beef with the target of being in Northlands top 5% producing farms, ideally creating a space to grow rangatahi who are interested in a farming career. Also important is continuing education opportunities and engaging with other farmers at B+LNZ workshops and focus groups. Long term, farm ownership is Coby's dream.



#### Grace Watson

*Whakatōhea*

Grace Watson, 24, is currently employed as a Shepherd General for Wendy and Reon Verry of Verry Farming Limited on their 1,000ha (effective) Puketitiri Station in the King Country, near Te Kuiti.

Grace grew up on her parent's dairy farm in a small rural community at the foot of Mt Tarawera called Rerewhakaaitu. Grace and her three younger sisters spent a lot of time on farm as children. She believes her strongest values and attributes were instilled through watching her parents passion and dedication to working on the whenua.



After finishing high school Grace pursued her passion for sport representing New Zealand on the international stage for rowing. Unsure of her future endeavours but ready for a new challenge Grace found herself emerged in the unknown territory of sheep and beef farming on the hills of the East Coast. Farming runs deep in Grace's blood so in a way it was no surprise to her when she found herself rounding up a team of dogs.

Grace will have been at Puketitiri Station coming up one year in July. Puketitiri runs 3,500 breeding ewes and 1,200 replacements. The flock is split between terminal, Coopworth and Wiltshire ewes. The station winters around 180 breeding cows, 400 bulls, 240 dairy grazers, 150 steers and 80 beef heifers. Grace has enjoyed the challenge of helping to manage and juggle feed requirements and health measures/preventatives for the various classes of stock. Grace speaks highly of Wendy and Reon as they are passionate about the health of the waterways on farm and take pride in fencing off buffer zones and riparian planting where possible. Grace also appreciates that the station is committed to supporting rangatahi with an interest in agriculture through the Growing Future Farmers programme. She enjoys the opportunity to share some of the knowledge that has been passed down to her with others who are keen to learn.

Grace is currently completing the Level 4 Primary ITO Sheep and Beef course to help prepare her to step up into a stock manager/managers role sometime in the future. Her ultimate long-term goal being farm ownership with her partner, Will. In the short term, Grace is thriving off the opportunities presented to her. Exploring the foreign territory of investing and home ownership, she feels lucky to have the guidance and support of those around her in helping make that end dream a reality. Grace says the learning and growth she can feel within herself are a sure sign that she is in a good space.

Life off-farm for Grace is spending quality time with whānau and friends, exploring the outdoors and a bit of hunting and fishing. She is looking forward to joining a local club for the upcoming netball season.

Grace hopes to encourage rangatahi back to their roots, to live off their whenua. To work hard yet enjoy the lifestyle that farming allows. She is thankful to those who gave her the opportunities to find her way in the agriculture sector and encourages more farm managers and owners to do the same. Grace sees the Ahuwhenua Young Māori Farmer Award as an invaluable opportunity to represent her whānau, iwi, farm and network of supporters to whom she owes so much. She is excited to embark on this waka with Ahuwhenua.

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## Puhirere Tau

*Ngāpuhi, Ngati Porou*

With seven years of experience in the agricultural industry, Puhirere Tau, 27, has already carved out an impressive career in New Zealand's farming sector. Currently serving as Head Shepherd at Puatai Station, a bull finishing block on the East Coast, he plays a crucial role in managing a 650ha farm. With 700 R2 Angus bulls and 500 R1 Angus bulls spread across the station's mix of flat and rolling country, Puhirere thrives in an environment that demands skill, dedication, and a deep understanding of livestock management.

Born and raised in the Far North, Puhirere also proudly has whakapapa to the East Coast, where his deep connection to the land and its people has shaped his journey in the agricultural sector. Coming from a lineage of builders and servicemen, he has always been driven by a strong work ethic and a desire to contribute to his community. His passion for farming eventually led him back to the East Coast, where he embraced the opportunities and challenges of large-scale sheep and beef operations.

His journey in agriculture began at Pakarae Station, a challenging steep-country farm running 12,000 stock units of capital mixed-age stock. Over three and a half years, he honed his skills, starting as a general hand before progressing to a junior shepherd role, proving his ability to adapt and excel in demanding conditions. He then spent two years at Rototahi Station, which operates a 7,000 stock unit hogget rearing system, working as a shepherd and further refining his expertise. His dedication and leadership saw him progress to Head Shepherd at Puatai Station, where he now leads by example in an intensive bull finishing operation.

Puhirere is committed to continuous growth. Having completed Primary ITO Level 4, he now has his sights set on Level 5 Production Management. Once he completes Level 5, he plans to pursue a degree in Agricultural Commerce, further expanding his knowledge of farm business management and sustainability.

Puhirere has a strong work ethic, a thirst for knowledge and unwavering dedication to the industry. He is determined not to take any shortcuts in his career and is committed to mastering every aspect of farming – from stock management and pasture growth to business operations. His goal is to build a well-rounded skill set that will allow him to contribute meaningfully to the future of New Zealand agriculture.

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# »» The Proprietors of Tawapata South, Onenui Station

*3141 Māhia East Coast Road, Māhia 4198*

Field Day: Thursday 10<sup>th</sup> April 2025





## The Proprietors of Tawapata South, Onenui Station

### FIELD DAY PROGRAMME\*

9:00	Pōwhiri at 3141 Māhia East Coast Road, Māhia
9:45	Morning tea
10:05	Welcome and programme introduction
10:15	Presentation: Whakapapa / History / Governance / Strategy
11:15	Property tour (includes packed lunch) Stop 1: Lands, Pastures and Environment Stop 2: Animals and People
2:00	Presentation: Financial Performance; Benchmarking
2:25	Judges' comments
2:40	Award ceremony
3:40	Refreshments

\* This programme is subject to change and 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.





# » The Proprietors of Tawapata South, Onenui Station

## HISTORY

Tawapata South was discovered in the 10th century by our tipuna, Tamatea-Ariki-Nui, Ruawharo, and Tūpāi – Pacific navigators whose journey from Hawaiki established the whakapapa of our people in this land. Ruawharo founded the first house of learning, Ngāheru-mai-tawhiti, on Waikawa (Portland Island), which became a spiritual centre for the entire East Coast.

Today, the Proprietors of Tawapata South, trading as Onenui Station, is a Māori incorporation located at the tip of the Māhia Peninsula, Hawke's Bay. Spanning 3,476ha, the whenua includes 1,700ha of effective farmland and 836ha under a Ngā Whenua Rāhui kawenata.

### Governance and strategic direction

Tawapata South was incorporated under the Māori Affairs Act 1953 on 21 July 1967. It is governed by the Committee of Management: Lester White (Chair), Philip Te Hau (Vice Chair), Murray MacGregor, Natalie Paewai, and Corban Paewai. The committee provides strategic oversight, balancing sustainable farming while upholding tikanga, kawa, and mātauranga. Our aspirations are guided by the four Pou: Tangata, Tikanga, Taiao, and Tahua, shaping our planning and decision-making.

Our mission is grounded in whakapapa, which connects us to our taonga and carries kaitiaki obligations. We manage our relationships to ensure the well-being of our lands, waters, and people. Our strategy is structured over three phases within a five-year plan, allowing us to set, implement, and report key milestones to shareholders and whānau.

### Farming operation

Onenui Station is a sheep and beef farming unit wintering 15,000 stock units, including 6,000 breeding ewes, 600 breeding cows, replacements, and trade cattle. The farm finishes 75% of its sheep and 36% of its cattle, with the remainder sold store. The station comprises 350ha of productive flats, with the balance classified as North Island steep hard hill country.

A major development project, initiated in 2016, is reclaiming 1,046ha of scrubland for productive use, aligning with the 2006 environmental plan. Erosion-prone areas are managed through fencing, native planting, and long-term sustainability initiatives.

Onenui Station has a total of four employees comprised of a Farm Manager, a Shepherd and two Fencer Generals. The incorporation prioritises employment, upskilling, and community engagement.

### Innovation

Since 2016, Tawapata South has been home to Rocket Lab, the world's first private orbital launch range. This relationship aligns with our strategy to diversify income opportunities while maintaining the integrity of our whenua. Rocket Lab's presence has brought investment into the region, creating local employment opportunities and fostering innovation. Our ability to integrate traditional land use with cutting-edge technology demonstrates our commitment to long-term sustainability.

### Community relationships

Tawapata South is committed to fostering strong relationships within the community. We provide scholarships to support the education and development of our people. Additionally, we have established a lasting partnership with Kahungunu Marae, where we host our Annual General Meeting (AGM), reinforcing our connection to our whānau and cultural heritage.

### Commitment to sustainability

With 20 kilometres of rugged coastline and diverse landscapes, Onenui Station is committed to sustainable land management. A comprehensive environmental plan protects waterways, coastal dunes, and erosion-prone gullies. Native planting initiatives and fencing projects reinforce long-term environmental resilience. We are deeply grounded in the values that define us – whakapapa, tika pono, manaakitanga, and kaitiakitanga. The Proprietors of Tawapata South, Onenui Station remains dedicated to preserving its whenua while ensuring a sustainable and prosperous future for its people.



## The Proprietors of Tawapata South, Onenui Station

### WHAT IMPRESSED THE JUDGES

#### GOVERNANCE AND STRATEGY

- 'He Ara Whakamua: A Way Forward' – 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 and having an excellent understanding of the business and a clear mandate from whānau to sustain the natural taonga that is the taiao of Tawapata South and Waikawa Island, for the betterment of the whenua, moana, taonga and people.
- A strong focus to develop the land with the most productive potential and protect other, more fragile parts of the whenua.
- A very strong connection between governance and the farm management team.

#### SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

- A range of grants and education scholarships including a space scholarship in collaboration with Rocket Lab.
- Support and connection with iwi and hapū, as well as the wider community including the Rongomaiwahine Iwi Trust and pest eradication programmes.
- Clear strategy as part of the Pou Tangata strategy to ensure profits are distributed to owners.

#### FINANCIAL AND BENCHMARKING

- Comprehensive approach to budgeting from farm staff to the Committee with a focus targeting surpluses with regular monitoring and benchmarking and reviews of cashflows and budget. Excellent use of external experts.
- Strategy from 2016 to present day has been utilising internal capital investment to develop over 1,000ha of reverted scrub to productive land use and pay off debt. Now in a position to look at external investment opportunities and investigate options with through the NZ Emissions Trading Scheme.
- Have aligned with two other stations to build scale which has led to becoming a key account holder with AFFCO.

#### FEED PRODUCTION

- The development programme has enabled much greater flexibility across the farm and significantly higher productivity with increased stocking capacity from 4 SU/ha to 9 SU/ha and annual gross income of \$300/ha.
- Excellent use of lucerne to mitigate impacts of the summer dry climate in conjunction with Italian ryegrass and high performing fodder crops to boost lamb production and finish most lambs to 20-21kg.
- High proportion of expenditure in recent years has been on fertiliser to improve soil nutrient levels to their economic optimum.

#### ANIMAL PERFORMANCE

- Three-year average lambing rate of 143% with scanning greater than 180%. Sheep condition score regularly monitored with preferential treatment given to lighter animals.
- Additional dam capacity has been developed to mitigate risks of low water.
- Approximately 600 hoggets are mated with lambing percentage of 106% and mating R2yr heifers. Two-thirds of yearling steers sold at 400kg prior to Christmas.



# »» The Proprietors of Tawapata South, Onenui Station

## HUMAN RESOURCE AND HEALTH AND SAFETY

- Engagement of Peninsula / Employsure to review health and safety programme and employment contracts.
- Good team culture and training support for the team; funding and time available for leadership development for the Farm Manager.
- Health and safety briefing and access form provided before on-farm visit.

## ENVIRONMENT AND SUSTAINABILITY

- Farm Environment Plan in place which has driven significant and on-going investment in conservation and mitigation actions to reduce erosion.
- 836ha have been conserved through a Ngā Whenua Rāhui kawenata and coastal faces have been fenced off and a planting programme with natives has been started.
- Debris dams have been established to reduce sediment entering the sea.
- Good relationships with the Wairoa District and Hawke's Bay Regional Councils as well as the Department of Conservation (DOC) to protect the Tūturuatu (Shore Plover) and the Ministry for Primary Industries (MPI) to eradicate Cape Tulip from Waikawa (Portland Island). Also part of a wider predator control programme with Rongomaiwahine Iwi Trust as part of Whakatipu Māhia (Predator Free Māhia).

## INNOVATION

- Undertaking an initial trial (200 ewe lambs) with Wiltshire sheep to assess how they will perform on Onenui due to poor returns and market outlook for wool and to reduce cost of shearing (approximately \$42,000 per year).





# The Proprietors of Tawapata South, Onenui Station

## DIRECTORY

**Tribal affiliation:** **Kahungunu, Rongomaiwhahine, Rakaipaaka, Ngāti Hikairoa**

**Number of owners:** **2,209**

### COMMITTEE OF MANAGEMENT

Lester White, *Chairperson*

Philip Te Hau, *Deputy Chair*

Murray MacGregor, *Committee Member*

Natalie Paewai, *Committee Member*

Corban Paewai, *Committee Member*

### STAFF

Logan McClelland, *Farm Manager*

James McKay, *Fencer/General*

Jarem Hari, *Shepherd/General*

George Ormond, *Fencer/General*

### ADVISORS

Ian Allen, *Farm Supervisor*

Robyn Tomlinson, *Secretarial & Accounting, Coates & Associates*

## FARM DESCRIPTION

The Proprietors of Tawapata South, Onenui Station, is a Māori incorporation located at the tip of the Māhia Peninsula, Hawke's Bay. Spanning 3,476ha, the whenua includes 1,700ha of effective farmland, 836ha under a Ngā Whenua Rāhui kawenata and the remaining area made up of costal retirements.

Onenui Station is a sheep and beef farming unit wintering 15,000 stock units, including 6,000 breeding ewes, 600 breeding cows, replacements, and trade cattle. The farm finishes 75% of its sheep and 36% of its cattle, with the remainder sold store.

The station comprises 350ha of productive flats, 500ha of medium hill country, 850ha of steep hill country. The property is very exposed with 50% being south facing.

A major development project, initiated in 2016, is reclaiming 1,046ha of scrubland for productive use, aligning with the environmental plan. Erosion-prone areas are managed through fencing and native planting as part of a strategy for retirement and erosion management.

Onenui Station has a total of four full time employees comprised of a Farm Manager – Logan McClelland, a Shepherd and two Fencer Generals and Ian Allen provides supervision. Ian has been with Onenui for 13 years.

Apart from its farming operation, Onenui Station is also home to the world's first privately owned Rocket Launch Facility.





# »» The Proprietors of Tawapata South, Onenui Station

## GOVERNANCE AND STRATEGY

### OUR MISSION

Our whakapapa connects us to our tāonga, which brings kaitiaki obligations. We will manage our relationships in a way that achieves the well-being of our lands, waters and people through our incorporation.

### OUR VALUES

The way in which we care for our tāonga is deeply grounded in the values that we live by, the things that make us uniquely of this whenua, guided by our tikanga, kawa and mātauranga to do the best for our people, and our environment.

**Whakapapa** – we have inherited our lands from our tipuna through our whakapapa; we are whānau first.

**Tika Pono** – we have a way of doing things, that enables accountability and transparency.

**Manaakitanga** – we strive to do our best to uphold and support the aspirations of our whānau.

**Kaitiaki** – we have responsibilities and obligations to protect our taiao which are core to who we are.

### STRATEGIC PLAN

Our aspirations have been identified and developed through hui, wānanga, and workshops with shareholders over 18 months culminating in a five-year strategic plan.

Within Tawapata South, we govern our business through the Pou System, which encompasses four key pillars: **Tangata** (People), **Tahua** (Business), **Taiao** (Environment), and **Tikanga** (Māori Principle).

We have identified priorities to focus our tasks ahead five years managed and delivered over three phases. This enables us to plan, implement, and report key milestones to shareholders and whānau.

Short to medium term goals (3 – 10 years) for the Proprietors of Tawapata South are:

- Regular benchmarking of our business and be consistently ranked in the top quartile in our region.
- Deliver an innovative business plan which focuses on growth and diversity.
- Establish a workforce development plan.
- Complete our land development plans for increased land use, better stock outcomes and farming practices to build resilient and sustainable resources.
- Maintain and seek improvements for our water storage and distribution for irrigation farm wide.
- Develop stronger tikanga based relationships with crown agencies.
- Invest and upgrade infrastructure in fencing, roads and tracks, yard facilities and houses.
- Continued investment in educational scholarships, grants and whānau leadership.
- Continue enduring relationships with our marae. Discuss options to record our history in a collaborative manner.
- Establish a regeneration programme for Waikawa; monitoring and enforcement for Taiao assessment; and a mahinga kai regeneration programme.
- Paying annual and growing dividends to shareholders.

### GOVERNANCE

On 21 July 1967 several owners of Māori freehold land, amalgamated their land into a legal management structure, similar to a company, called the Proprietors of Tawapata South Incorporation. Incorporated by the Māori Land Court, regulated by Te Ture Whenua Māori Act 1993 and the Māori Incorporations Constitutions Regulations 1994.





## The Proprietors of Tawapata South, Onenui Station

Key guiding regulations include:

- Land Management – the primary focus is on providing a clear set of rules for managing Māori freehold land, including how decisions are made regarding development, leasing and sale of the land.
- Shareholder Rights – it defines the rights and responsibilities of shareholders (Māori landowners) within an incorporation, including voting power and access to information about the land.
- Corporate Governance – the regulations establish the structure of the incorporation's governing body, including the roles and responsibilities of the committee members, and processes for electing them.
- Financial Accountability – they outline financial reporting requirements, ensuring transparency in the management of the incorporation's funds.
- A Committee of Management is elected by the shareholders to oversee the land's administration and use.
- The Committee of Management consists of five members nominated and voted on by shareholders.
- Members stand for a period of three years.

The Committee of Management is supported through long-term service agreements with experts critical to our farm operations, financial, and shareholder administration services. Other professional services like legal, banking, and business expertise is engaged as required.

All committee members are provided with an induction that includes being assigned to lead and take responsibility for guiding activities in one of our four Pou. Oversight comes back to a full committee for final consensus. Governance training is provided and ongoing personal development is encouraged.

Each year annual planning allows an update on progress of our three-phase strategy and five-year financial forecast. We also go over the detailed annual budget for approval by the Committee of Management.

Communication for buy-in of our shareholders is crucial. This is achieved by:

- Providing a detailed Annual Report and Audited Financial Accounts to all shareholders, which are reviewed and approved at the AGM; these meetings also provide detail on the update of the Strategic Plan, as well as the business case for major investments proposed to be undertaken.
- Engagement with shareholders through the kumara vine and Tawapata South website.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>• He tangata, he tangata, he tangata – shareholders, staff, partners, whānau.</li><li>• Mātauranga, tikanga our cultural values.</li><li>• He taonga, whenua, awa, and moana.</li><li>• Diverse and innovative income streams.</li><li>• Isolation.</li><li>• Solid financial and farming foundation to support future investment or diversification.</li><li>• Enduring and intergenerational structure.</li><li>• Attract great talent.</li><li>• Rapidly growing shareholder base.</li></ul>	<ul style="list-style-type: none"><li>• Weather extremes / exposed location.</li><li>• Water shortage.</li><li>• Isolation.</li><li>• Government regulation.</li><li>• Outdated legislation regulating Māori Inc's.</li><li>• Rapidly growing shareholder base.</li></ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>• Land development / water storage.</li><li>• Global investments and partnerships.</li><li>• Indigenous identity.</li><li>• New market driven opportunities.<ul style="list-style-type: none"><li>– Low/zero GHG farming systems.</li><li>– Change the point of sale; direct buyer to market.</li></ul></li><li>• Tourism.</li><li>• Government.</li><li>• Growth / diversification outside of the farm.</li><li>• Further develop relationships with other Whenua Māori organisations, e.g., Tairawhiti Whenua, Awhina Group and MPI.</li></ul>	<ul style="list-style-type: none"><li>• Weather extremes.</li><li>• Water shortage.</li><li>• Isolation.</li><li>• Government uncertainty to regulation and change.</li><li>• Emissions management.</li><li>• Market volatility / Trump factor.</li><li>• Legislation.</li><li>• Biosecurity risks.</li><li>• Rising costs of inputs.</li></ul>





# »» The Proprietors of Tawapata South, Onenui Station

## SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

### GOALS

Within our five-year plan, we have set and achieved several goals aligned with our Tikanga and Tangata Pou in particular, to support our shareholders, community, and cultural heritage.

Through all these initiatives, the Proprietors of Tawapata South continue to uphold its values and responsibilities, fostering economic growth, cultural preservation, and community development. By investing in our people and heritage, we ensure a prosperous and unified future for all shareholders.

#### **Pou Tikanga**

- to invest in the education of our shareholders and their whānau through scholarships and education grants.
- complete waananga with shareholders and kaumātua to establish and maintain wāhi tapu sites.

#### **Pou Tangata**

- to grow returns to shareholders through dividends.
- to continue to support our kaumātua with grants.
- to grow our support in the community and for our marae.

### STRATEGIES

#### **Pou Tikanga**

##### *Investing in Education and Development*

Our vision for the future includes fostering education and skill development among our shareholders and their whānau. At our AGM on 30 November 2024, shareholders approved the introduction of education and sports grants. We now offer four scholarships and four grants annually. These grants serve to develop a highly skilled and knowledgeable shareholder base, ensuring that future generations can contribute meaningfully to the Proprietors of Tawapata South.

##### *Preserving Our Cultural Heritage – Wānanga on Wāhi Tapu Sites*

In alignment with our commitment to upholding tikanga, shareholders have also approved a wānanga to engage kaumātua and knowledgeable members in identifying and maintaining wāhi tapu sites. This initiative aims to document the history and stories of our lands, ensuring their preservation for future generations and strengthening the unity of our people.

Local schools and kura have access to the whenua to learn about the stories of our ancestors. In collaboration with our hapū, Ngāti Hikairo, and our local iwi, Rongomaiwhahine, a book has been launched in partnership with the Ministry of Education.

We also collaborate with:

- Tawapata South Urupā Kaitiaki, to fence the Maramahātea Urupā and others.
- Tawapata 3A4 trustees to fence and protect the tapu caves on the Haunui stream through Ngā Whenua Rahui.
- Te Atihau on Hikairo wānanga to visit and share the kōrero from the book in the locations where the kōrero took place, e.g., Ngā Heru-mai-tawhiti, Maramahātea, Pukekaroro.





## The Proprietors of Tawapata South, Onenui Station

### **Pou Tangata**

#### *Growing Returns to Shareholders*

Our commitment to delivering financial returns to our shareholders has been realised through the successful implementation of a dividend distribution system. We now provide a 50c per share dividend, ensuring returns are in line with industry standards.

#### *Supporting Our Kaumātua*

We recognise the contributions of our kaumātua and continue to support them through grants.

#### *Strengthening Community and Marae Relationships*

Our connection to the community and local marae is integral to our values. We hold our AGM at the marae, fostering stronger relationships and providing shareholders with an opportunity to engage in this sacred space. Shareholders experience karakia, mihimhi and whanungatanga through kanohi ki te kanohi meetings. We give koha to support our local marae which have been heavily affected by Cyclone Gabrielle.

In addition, we support local community groups by donating funds and food reinforcing our commitment to supporting local initiatives that bring our community together.

We have enduring relationships with our marae and community, other examples include:

- an ongoing relationship with Rongomaiwhahine Iwi Trust on environmental and cultural projects, e.g. Te Mana o te Wai and Predator Free.
- Collaboration with Te Atihau Marae on tikanga, e.g. mihi whakatau and pohiri.
- the Māhia Māori Committee gazetted Tawapata South with its own tangata kaitiaki to sustainably manage the Tawapata Sub-area of the Rongomaiwhahine Rohe moana.
- ongoing relationship with the DOC to help recover the Tūturuatu (Shore Plover) population by hosting them on Waikawa.

Through all these initiatives, the Proprietors of Tawapata South continue to uphold its values and responsibilities, fostering economic growth, cultural preservation, and community development. By investing in our people and heritage, we ensure a prosperous and unified future for all shareholders.



# »» The Proprietors of Tawapata South, Onenui Station

## FARM DATA AND FINANCIAL DATA

### FARM DESCRIPTION

Total area ha	3,476
Effective grazing ha	1,700
Subdivision	42 paddocks on the hills averaging 42ha. Range 15ha – 180ha. 78 paddocks on the 350ha of flats averaging 4.5ha. Mainly 8 wire battened and unbattened fences with some 5 wire electrics.
Water supply	Gravity fed water system servicing all the flats and some of the easier hill country; supplied from two storage dams. The rest of the hill country relies on dams and creeks.
Contour	350ha (20%) flats 500ha (30%) medium hill country 850ha (50%) steep hill country Very exposed, 50% is south facing
Pasture	800ha of improved hill country ryegrass / clover pastures through development over the last 8 years. Remaining hill country predominantly native pastures. 120ha of lucerne on a 8 year rotation, spelled for 18 months with an Italian ryegrass before going back into lucerne. 20ha of brassica is grown annually as a part of our regressing programme and used for lamb finishing. Remaining 200ha of flats are in perennial ryegrass clover mixes and are renewed every 8 years.
Fertiliser applied for year kg/ha	21/22      Superphosphate – 247 tonnes DAP – 160 tonnes Lime – 150 tonnes 22/23      Superphosphate – 406 tonnes Lime – 160 tonnes 23/24      Sulphur super – 328 tonnes Rates range from 200kg/ha for maintenance up to 500kg/ha for hill country development.
Seasons rainfall mm	950mm per year average rainfall. Traditionally summer dry.
NIWA 10 year rainfall mm (nearest location)	1,056 (Māhia)
Olsen P	Hills – 20 average Flats – 40 average
Soil pH	Hills – 5.8 average Flats – 6.1 average

## »»» The Proprietors of Tawapata South, Onenui Station

### LIVESTOCK SUMMARY

Opening Stock Numbers	2021-22	2022-23	2023-24
<b>SHEEP</b>			
MA Ewes	4,614	4,464	4,168
2 Tooth Ewes	1,466	1,420	1,487
Ewe Hoggets	1,630	1,557	2,413
Ram/Other Hoggets		286	435
Breeding Rams	87	102	116
Other			5
<b>Total Numbers</b>	<b>7,797</b>	<b>7,829</b>	<b>8,624</b>
<b>Total Sheep Stock Units (SSU)</b>	<b>7,291</b>	<b>7,256</b>	<b>7,746</b>
<b>CATTLE</b>			
MA Cows	333	278	327
R3 Heifers	106	96	103
R2 Heifers	169	154	179
R1 Heifers	238	206	221
R1 Bulls			
R2 Bulls			
R3 Bulls			
R1 Steers	228	198	361
R2 Steers	80	5	61
R3 Steers	3		
Breeding bulls	21	29	25
<b>Total Numbers</b>	<b>1,178</b>	<b>966</b>	<b>1277</b>
<b>Total Cattle Stock Units (CSU)</b>	<b>5,568</b>	<b>4,547</b>	<b>6,014</b>
Non Owned Grazing Stock Units			
<b>Total Stock Units</b>	<b>12,859</b>	<b>11,803</b>	<b>13,760</b>
<b>Sheep/Cattle/Deer Ratio</b>	<b>57/43/0</b>	<b>61/39/0</b>	<b>56/44/0</b>



# »» The Proprietors of Tawapata South, Onenui Station

## FINANCIAL AND PHYSICAL SUMMARY

All entrants accounts and supporting data were analysed using B+LNZ 'Yardstick' benchmarking resource to create three years of data and identify trends. B+LNZ's Yardstick programme uses IRD's National Average Market Values to determine opening and closing livestock values.

B+LNZ Class 3 - Eastern North Island	2021-22	2022-23	2023-24
<b>PHYSICAL SUMMARY</b>			
Effective Area (ha)	1,550	1,630	1,700
Stocking Rate per ha (SU/ha)	8.3	7.2	8.1
Labour Units	4.12	4.12	4.12
Total SU's per Labour Unit	3,121	2,865	3,340
Lambing % (Excl.Hgts)	148.8%	142.2%	136.9%
Total Lambs Breed	9,045	8,376	7,744
Lambs breed from Hoggets	NA	NA	NA
Calving % (MA Cows + R2 Hfrs)	75.1%	80.1%	80.9%
Loss % Adult Sheep	3.0%	6.8%	6.2%
Loss % Adult Cattle	3.2%	2.5%	1.7%
Sheepmeat Production (kg CW/ha)	106.3	93.0	87.1
Beef Production (kg CW/ha)	58.2	62.3	61.7
Wool Production (kg/ha)	27.1	25.8	21.2
Net Production (kg/ha)	191.6	181.1	170.0
Fertiliser Applied (kg/ha)	281.9	255.2	200.3
Lime Applied (kg/ha)	NA	NA	NA
<b>FINANCIAL SUMMARY</b>			
GFR/ha	\$1,132.55	\$1,006.51	\$872.01
FOE as a % of GFR	75.2%	77.5%	92.5%
EBITRm/ha	\$186.14	\$138.81	<b>-\$36.72</b>
EBITRm per kg of Production	\$0.97	\$0.77	<b>-\$0.22</b>

### Notes

GFR = Gross Farm Revenue

FOE = Farm Operating Expenditure

EBITRm = Earnings Before Interest Tax and Rent less Managers Salary

Highlighted Cells = Industry agreed RMPP Key Performance Indicators

# »»» The Proprietors of Tawapata South, Onenui Station

## SHEEP AND BEEF FARM SURVEY BENCHMARKING

We are using the B+LNZ Economic Service survey data to benchmark entrants. The 2022-23 year compares each entrant to the Mean and top 20% of farmers in their farm class ranked by Earnings Before Interest, Tax, Rent and mangers salaries (EBITRm). The 2022-23 year is the mid year of the three years information supplied by each entrant.

The Red Meat Profit Partnership (RMPP) developed a core set of KPI measures for sheep and beef farm businesses.

<https://beeflambnz.com/key-performance-indicators-kpis>

Some of these KPIs are highlighted Green in the tables.



**The Proprietors of Tawapata South,  
Onenui Station, 2022-23  
Eastern North Island - Farm Class 3**

Farm Class 3, 2022-23	Unit	Mean*	Top 20%*	My farm
Income		per hectare	per hectare	per hectare
Sheep	\$	\$515.42	\$596.96	\$645.38
Wool	\$	\$25.43	\$23.72	\$44.62
Total sheep	\$	\$540.85	\$620.68	\$690.00
Beef	\$	\$299.10	\$429.49	\$316.51
Non-dairy grazing	\$	\$0.07		
Dairy grazing	\$			
Deer & velvet	\$	\$18.93	\$100.80	
Cash crop	\$			
Other farm income	\$	\$15.40	\$19.17	
<b>Gross Farm Revenue (GFR)</b>	<b>\$</b>	<b>\$874.29</b>	<b>\$1,170.13</b>	<b>\$1,006.51</b>
GFR per labour unit	\$	\$338,966	\$395,843	\$398,208
GFR per SU	\$	\$106	\$133	\$139
Expenses		per hectare	per hectare	per hectare
Wages (excluding manager)	\$	\$95.46	\$106.16	\$63.47
Animal health	\$	\$48.75	\$53.60	\$50.13
Weed & pest	\$	\$10.96	\$4.66	\$46.43
Shearing	\$	\$50.47	\$41.22	\$72.83
Fertiliser	\$	\$71.24	\$81.94	\$206.54
Lime	\$	\$4.72	\$10.84	
Seeds	\$	\$6.55	\$8.00	\$32.82
Vehicles & fuel	\$	\$44.01	\$44.34	\$37.04
Electricity	\$	\$7.32	\$7.03	\$5.81
Feed & grazing	\$	\$9.39	\$15.73	\$8.82
Cultivation & sowing	\$	\$4.62	\$3.60	
Repairs & maintenance	\$	\$102.09	\$69.29	\$110.51
Irrigation	\$			
Freight	\$	\$9.64	\$9.62	\$5.94
Administration	\$	\$36.15	\$27.62	\$88.03
Other expenses	\$	\$0.00	\$0.01	\$7.14
<b>Farm Working Expenditure (FWE)</b>	<b>\$</b>	<b>\$514.54</b>	<b>\$500.68</b>	<b>\$735.51</b>
FWE ratio - as percentage of GFR	%	58.9	42.8	73.1

\*Benchmarking data is ranked by EBITRm per hectare



## » The Proprietors of Tawapata South, Onenui Station

**beef+lamb new zealand**

**The Proprietors of Tawapata South, Onenui Station, 2022-23  
Eastern North Island - Farm Class 3**

Farm Class 3, 2022-23	Unit	Mean*	Top 20%*	My farm
		per hectare	per hectare	per hectare
Insurance & ACC	\$	\$20.80	\$19.51	\$17.06
Rates	\$	\$24.89	\$24.30	\$26.99
<b>Farm Operating Expenditure (FOE)</b>	<b>\$</b>	<b>\$560.23</b>	<b>\$544.50</b>	<b>\$779.56</b>
<b>FOE Ratio - as percentage of GFR</b>	<b>%</b>	<b>64.1</b>	<b>46.5</b>	<b>77.5</b>
Interest	\$	\$83.45	\$114.42	\$0.59
Rent	\$	\$21.51	\$2.77	
Depreciation	\$	\$45.32	\$42.68	\$88.14
<b>EBITRm</b>	<b>\$</b>	<b>\$244.20</b>	<b>\$582.95</b>	<b>\$138.81</b>
EBITRm per kg of production	\$	\$1.62	\$3.16	\$0.77
<b>Farm Profit Before Tax (FPBT)</b>	<b>\$</b>	<b>\$139.24</b>	<b>\$465.76</b>	<b>\$86.08</b>
Capital value	\$	\$15,595	\$17,257	\$15,858
Working capital	\$	\$373	\$380	\$467
Total farm capital	\$	\$15,968	\$17,637	\$16,325
<b>Economic Farm Surplus (EFS)</b>	<b>\$</b>	<b>\$37.91</b>	<b>\$322.70</b>	<b>-\$60.13</b>
RoR (incl. assessed owner reward)	%	0.2	1.8	-0.4
RoR (excl. assessed owner reward)	%	1.7	3.0	0.9

\*Benchmarking data is ranked by EBITRm per hectare





# The Proprietors of Tawapata South, Onenui Station

## BUSINESS MANAGEMENT

### GOALS

Benchmark our farm performance to be ranked in the top 10% of like farms.

**Profit** – maximise farm performance through ongoing investment in infrastructure, fertiliser and improving farm production.

**Profit / cashflow** – a six-year development plan that has reclaimed 1,000ha of reverted scrub is coming to an end and will significantly improve productivity and farming profit.

**Equity growth** – significant non-farm income now provides the opportunity to look at increasing the asset base while maintaining shareholder distributions.

**Cashflow** – look for further non-farm business opportunities to capitalise on such as tourism and launch viewing.

### KEY PERFORMANCE INDICATORS

**Animal production** – lambing and calving percentage, baseline for performance and to set future targets. Lamb sales remain the key income driver for our farming income.

**Gross farm revenue** – identify opportunities and highlight areas for improvement.

**Farm operating expenditure** – benchmarked against other like farms annually; tracked against budget using Farm Focus.

**Payback period and return on investment** – development plans are presented to the board with full details of cost, expected return and payback period.

### Criteria for new investments

**Asset growth** – our shareholder base is growing at an average of 30 shareholders per year. We must now look for opportunities to grow the asset base to be able to sustain our shareholder distributions.

**Cashflow** – new investments are assessed for their impact on cashflow. Ideally will be cash positive or have little impact on shareholder distributions. Current distribution model for after tax profit is 1/3 capital investment, 1/3 debt repayment (currently zero debt), 1/3 shareholder distributions.

**Land** – increase freehold land holdings to increase our bank security lending position and grow our asset base further in the future.

**Internal development** – any on-farm development must be serviced by farm income. Non-farm income can only contribute under exceptional circumstances.

### STRATEGIES

- Maintaining high sheep performance and focus on improving cattle performance.
- Identify suitable investments. Particularly land-based opportunities that fit with our current farming operation.
- Strong governance to assess opportunities and make good business decisions on behalf of their 2,209 shareholders.
- Maintain relationships with advisers and build strong business networks.
- Build relationship with other whenua Māori land blocks.



## »» The Proprietors of Tawapata South, Onenui Station

### **Implementing key strategies**

- Recently introduced new cattle genetics to improve calving percentages and growth rates.
- A trial flock of Wiltshire ewes has been purchased and currently running with the main ewe flock to assess their performance. The goal is to reduce shearing costs, but not at the expense of current sheep performance.
- With the end of the 1,000ha development programme we are now actively seeking external investment opportunities.

### **Developing and implementing the budget**

- Farm Manager, Logan McClelland and Farm Supervisor, Ian Allen prepare a draft budget for the farm annually in May. The previous 12 months actuals are reviewed. Market commentary is used to reference livestock pricing for the coming 12 months.
- Our accountant reviews and adds in non-farming income and expenditure before presenting to the Board for approval.
- The budget is revisited in February once lambing and calving numbers are finalised and there is more confidence around stock prices.
- Capital projects that may arise during the year are considered separately.
- Actual to budget reports are presented to the Committee bi-monthly.



# »»» The Proprietors of Tawapata South, Onenui Station

## FEED PRODUCTION

### GOALS AND MANAGEMENT PLANS

#### **Focus area: Feed management**

- We rotationally graze mobs to help maintain pasture quality. This is especially important with some of the bigger paddocks requiring mob pressure to graze adequately.
- Our sheep to cattle ratio is also important in achieving this – cows are used to groom the pastures for the sheep through the autumn and winter months, before being set stocked amongst the ewes to calve and maintain quality through into the spring.
- Being such a summer dry location, the lucerne has allowed us to finish a majority of our lambs. It is winter dormant, but by early September we can put up to 800 of our older ewes with their terminal lambs on the lucerne. This also frees up a lot of hill country allowing us to calve heifers in these areas and lighten off the rest of the hills.
- High performing grasses are grown on the rest of the flats, optimising growth rates in our young cattle which are rotated through small paddocks.

#### **Focus area: Soil management and fertility**

- Willow and poplar poles are planted each year in erosion prone areas to help stabilise the ground. Other erosion prone areas have been fenced off from stock and have been planted in natives or planned to be.
- We do not break feed any stock on crops.
- If it becomes very wet underfoot over winter cows are spread out early to reduce pugging.
- Fertility and pH is monitored regularly to help maintain and target optimum levels, with the priority going to the highest producing areas of the farm. The majority of the farm is at the level where we want it.
- TracMap is used for variable rate spreading and to keep fertiliser out of sensitive areas such as waterways.





# »» The Proprietors of Tawapata South, Onenui Station

## ANIMAL PRODUCTION

### GOALS AND MANAGEMENT PLANS

#### **Focus area: Sheep and wool production**

- The aim is to have an efficient ewe flock that consistently lamb at 145% lambing (5 year average is currently 145%).
- A moderate type of ewe with good bone and facial eczema tolerance is a must.
- We aim to consistently kill 60% of terminal lambs off mum – last year we managed 50% at 19kg/CW.
- We achieve this by regularly drafting off and preferentially feeding lighter tail end stock. A good animal health programme and good genetics is also essential.
- The 6,000 Romney ewe flock is made up of 2,000 older and lesser type ewes put to a terminal ram, and a further 4,000 maternal ewes put to a Romney ram of which 1,800 replacements are retained. This high replacement rate is to ensure the flock stays relatively young on this challenging hill country.
- Older ewes are set stocked separately on easier country then put on lucerne with their lambs once docked.
- After weaning we plan to have all trade lambs on either lucerne or raphno, with only the replacement ewe lambs out on the hill. This is to ensure if it goes dry we are not compromising our capital stock.
- The target is to kill lambs at 21kg/CW average over the season.

#### **Focus area: Cattle production**

- 450 angus cows are bred to an angus bull, hardiness, fertility, survival and growth are key traits we look for.
- 180 yearling heifers are also mated to a low birthweight angus bull. The aim is to have the heifers at 350kg plus before mating, generally averaging around 400kg.
- We aim to consistently calve at 90% from our cows and heifers.
- Steers are taken through 400kg and sold as yearlings in the spring/early summer.
- Cull heifers are taken through and processed at 250kg/CW.

#### **Focus area: Flock and herd fertility**

- Genetics are sourced from studs of similar climate and topography.
- We only use sires from proven genetics and we are very selective on the traits we are after.
- Any ewe or cow that doesn't produce a lamb or calf is culled.
- Lesser type ewes are put to a terminal sire, so we are only keeping replacements from the best ewes. We plan to do the same with the cattle.
- We aim for:
  - MA ewes to scan 180% +
  - 2 tooths 175% +
  - cows to scan 95% +

#### **Focus area: Animal health**

- We work closely with our vets and have developed a comprehensive animal health plan.
- We use FEC tests to determine when to drench stock and monitor the effectiveness of our drenches.
- We use strategic grazing to clean up worms, using older classes of stock such as cows and ewes, and make use of satellite yards as much as possible to reduce travelling distances for stock, as well as avoid moving stock during the heat of the day.
- We shear ewes twice a year, and there is good water in each paddock.





## The Proprietors of Tawapata South, Onenui Station

### HUMAN RESOURCE AND HEALTH AND SAFETY

#### MANAGERS, STAFF

There are many iterations of the whakatauki 'He aha te mea nui o te ao?' But the answer is always the same: He tangata he tangata! It is people, it is people, it is people.

As a Māori organisation we seek to employ and engage those who whakapapa to the whenua and from the local community aligning with our strategic goals 'to be a successful and innovative business which is a significant employer of our people'. The overarching principle is the best people for the job, and then that they display a passion for farming and a willingness to learn.

Four years ago, the Committee of Management and Farm Supervisor Ian Allen advertised for a Farm Manager. Logan McClelland, a young farmer in his early twenties who trained at Waipaoa Training Farm was the successful applicant. He displayed sound knowledge, youthfulness and passion. Logan manages three permanent staff – George (Fencer), who has been with us nine years, James (Fencer General), with us two years, and Jarem (Shepherd General), with us 18 months.

Success is surrounding ourselves with the best people. We believe we have done that.

Success includes supporting our kaimahi with opportunities to grow and develop in their chosen career choice. Activities that focus on kaitiakitanga and integrating tikanga that respects the environment unique to Onenui Station. Protecting he taonga tuku iho and developing benefits for more than 2,200 shareholders and generations to come.

Success is also providing our kaimahi with a working environment that is healthy, safe and encourages personal growth and development.

#### STRATEGIES

- The Committee of Management is currently upgrading our workforce development programme to identify and support the recruitment of the right people. This will have a clear succession plan to lead our Incorporation forward.
- All staff have access to our strategic plan and annual updates. Committee of Management members visit the farm regularly and have one-on-one discussions with staff to gauge progress, identify needs and provide support.
- Performance and feedback are also reported to the Committee of Management through regular bi-monthly meetings with the Farm Manager and Farm Supervisor. Feedback is then provided by farm management to staff.
- Staff progress and needs are monitored and identified by management and training for all farm equipment is provided and kept current as required.





## »» The Proprietors of Tawapata South, Onenui Station

### **Implementation**

In line with our strategic aspiration for operational excellence, we have recently started the review and implementation of our employment and Health and Safety (H&S) systems and procedures.

Last year we engaged Peninsula Group, to provide expert Human Resource (HR) and H&S services. We have 24/7 contact with their HR and H&S advice teams.

Part of the process is ensuring we are compliant and up to date with new H&S documents including a H&S Manual, H&S Safety Employee Handbook, as well as an HR and H&S review with recommendations to complete and a service report summary. We have recently completed onboarding our existing employment records to their online systems.

We have a Farm Access policy where there is a formal application for visitors to the farm to complete before coming on-farm. Copies are sent to the Farm Manager and Rocket Lab security, so they know who is on farm and for what reason

For farm operations, Logan (Farm Manager) holds regular H&S updates with his team.

### ADVICE AND SUPPORT

#### **Rural professionals**

We work closely with and are supported by a diverse and highly skilled professional team split into two groups – those appointed by the Committee of Management and those appointed by the farm management team.

Ian Allen – *Farm Supervisor*

Robyn Tomlinson – *Chartered Accountant, Coates Associates Ltd*

Ema Riri – *ANZ Bank*

Mihiarangi Piripi – *Lawyer, Whaia Legal*

Daryl Fergus – *Stock Agent, Fergus Rural*

Daniel Parsons – *Agri Manager, Ravensdown*

Curt Lewis – *Agronomist, Smart Forage*

Trevor Waikawa – *Hawke's Bay Regional Council*

Helen Taylor and Adriaan Brits – *Wairoa Farm Vets*

We utilise our professional advisors to strengthen our financial performance, navigate complex decisions, support strategic planning and minimise our legal risks. We value their honesty, integrity and comradeship.

We also have regular engagement relationships with other business providers, builders, Ag Pilots, farming experts, energy suppliers, banking, legal, property consultants, HR and H&S and many more.

To ensure retention of the right people and services we conduct five-yearly reviews that are based on performance and benchmarking and how they have aligned with our strategic goals and values.

When changes are required, or a particular project needs specialised advice and services we go through a tendering process. We will advertise or approach known providers for expressions of interest. All expressions received are considered by the committee of management.

We rely on our network of farm advisors to help make informed decisions that enhance productivity, animal welfare and environmental sustainability. Their support is not just advisory – it directly contributes to the success of our farming operation.





## The Proprietors of Tawapata South, Onenui Station

### ENVIRONMENT AND SUSTAINABILITY

#### GOALS

Our objective is to provide sustainable land and water management for Onenui Station.

In conjunction with the Hawke's Bay Regional Council, Onenui Station has developed an Environmental Plan. The plan covers two parts; Land Resource Assessment (how it is being used) and recommendations on future land use.

The second part being an action plan implementing land management techniques and guidelines for the work and implementation plans.

The Environmental Plan is in review, with the second iteration in development as we are coming to an end of the current implementation plans.

Included in environmental and bio-security goals is the ongoing relationships with DOC for pest control and revitalisation of the endangered Shore Plover, which has been relocated to Waikawa and management of the invasive Cape Tulip weed with MPI.

#### STRATEGIES

Our key focus has been on the retirement and establishment of plantings in high erosion areas, along with the establishment of debris dams.

The debris dam have been most effective in stabilising the flow of papa sediment which then can be planted with willow poles further stabilising sites. Stemming the flow of sediment is important in improving sea clarity. Our Māhia paua food source is algae, and sedimentation has a direct impact on that food source for paua.

This programme has been successful and we are now planting native species aside the willows in the built up sediment base.

#### Implementing strategies

- Subdivision fencing and retirement of erosion areas. Note: equal to land area equal matching NZ Emissions Trading Scheme requirement.
- Establish annual planting of poles and native species to encourage re-generation (with Hawke's Bay Regional Council) for erosion control in targeted areas.
- Completing the debris dam programme along the northern beachfront.
- Reduction of goat numbers to a level that is not affecting pasture, animal health (worm burden), and the regeneration of conservation areas.
- We are developing an engagement agreement with Poipoia Limited, a Māori-owned environmental consultancy firm to draft and develop our Environmental Plan and cultural impact assessment specific to environmental impacts from natural events like Cyclone Gabrielle, farm operations and Rocket Lab launch activities.



# »» The Proprietors of Tawapata South, Onenui Station

## INNOVATION

Innovation is part of the DNA for the Proprietors of Tawapata South.

We start with establishing lucerne as a high-quality feed for livestock. This has seen Onenui Station produce excellent results with our sheep product going early to market, at excellent weights.

In approximately 2000, we developed our Environment Plan. The plan established how to approach our environmental issues, and it also led to programmes like One Billion Trees and the NZ Emissions Trading Scheme.

In 2018 we joined the NZ Emissions Trading Scheme, driven by the government of the day and that we needed to offset carbon produced on the farm. The NZ Emissions Trading Scheme still forms part of our diversification plan when we looking at development or planting decisions. The strategy is not to mill but to manage sequestration and take advantage of the benefits.

In 2025 we started our first trial of Wiltshire woolless sheep. The long-term objective is driving efficiency in how we farm, wool is depressed and this is taking an opportunity to correct and focus on meat production.

Along with the projects listed we follow closely what is happening in the NZ forestry industry, belonging to programmes looking at the re-generation of native forests and how we can take advantage of the nearly 1,000ha of native forest we have on the whenua.

### An innovative partnership – Rocket Lab

In 2015 Rocket Lab approached Tawapata South about leasing a small section of Onenui Station for its orbital launch site. Tawapata South was looking to diversify, and an agreement was reached soon after.

Located on the southern tip of the Māhia Peninsula within Onenui Station, Rocket Lab Launch Complex 1 is the world's first private orbital spaceport. This was completed in late 2016 before its first Electron launch lifted-off in May 2017.

Alongside the success of Electron's 60+ missions to date, Rocket Lab has become a significant contributor to the local economies of the Māhia, Wairoa and Hawke's Bay areas through infrastructure development, direct employment, and a vast network of local suppliers. Rocket Lab provides a direct benefit to Tawapata South and to the community through employment for our local people, scholarships and funding for the local school and sport teams.

Every year, Rocket Lab has bested its record number of Electron launches from the year before. In 2024, a record 13 Electron rockets launched from Māhia alone. In 2025 and beyond, that relentless execution will grow stronger, and Tawapata South shares in that success.





## The Proprietors of Tawapata South, Onenui Station

### INFRASTRUCTURE

Over the last ten years the station has gone through a massive development phase.

- With over 60 kilometres of new fencing there are now 120 paddocks, and all of the coastal cliffs and dunes are now retired from grazing.
- A substantial gravity fed water system feeds all of the flats and easier hill country allowing for more subdivision and better grazing management. We also have a new back up water storage dam built in 2024.
- Two new sets of satellite yards and a main set of cattle yards have been built.
- A network of tracks allows good bike access over a majority of the property.
- A new 4-bay implement shed has been built, as well as a new fertiliser bin.
- All four staff houses are on a maintenance rotation each year with some renovations.
- Since the arrival of Rocket Lab, there is now a tar sealed road / laneway through the centre of the station.

We have invested in a direct drill and tractor sprayer so we can do our own cropping, meaning we don't have to rely on contractors, especially with being so isolated. This also allows us to get the timing a lot better.



## »» The Proprietors of Tawapata South, Onenui Station





## »»» 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 sheep and beef industry and the wider New Zealand agricultural industry.
- Judges' expert advice and guidance to improve their operations.
- Access to a network of progressive and like-minded individuals and organisations involved in the industry.
- Exposure to practices and approaches of other Māori agribusinesses.
- Significant enhancement to the productivity and profitability of their 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 2024.

#### **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.



## JUDGING 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> </ul>	<ul style="list-style-type: none"> <li>• Governance or management team's ability to manage tikanga Māori aspects of the business</li> <li>• Identification and protection of cultural sites</li> <li>• Values use of tikanga Māori within the business</li> </ul>
<b>Financial and Benchmarking</b>	20%	<ul style="list-style-type: none"> <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>
			<ul style="list-style-type: none"> <li>• Consistency over time</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

#### *Tim Rhodes – Chief Judge*

Tim Rhodes is an experienced agribusiness practitioner and executive with a proven track record in leading successful large scale agribusiness enterprises. He has a strong record of governance experience and has comprehensive agribusiness networks throughout the North Island.

Tim has over 20 years involvement in Māori agribusiness. Tim is currently the General Manager of Wi Pere Trust overseeing a sheep and beef operation encompassing 7,000ha. Wi Pere Trust won the Ahuwhenua Trophy, Excellence in Māori Farming Award in 2022 for the top Māori sheep and beef operation. Tim's other roles include, member of Tairawhiti Whenua, Executive Director of Awhina Management Ltd, Chairman of Waipaoa Cadet Training Trust, and Trustee of Moeangiangi Station Cadet Training Trust. Tim also sits on various advisory groups for Ministry for Primary Industries, Ministry for the Environment, Beef + Lamb New Zealand and Gisborne District Council.

#### *Joni Takitimu – Te Puni Kōkiri*

*Ko Ngāti Porou, Te Aitanga a Hauiti, Te Whānau a Apanui ngā iwi.*

Joni is currently the Te Tai Hauāuru Regional Director for Te Puni Kōkiri. She has a strong background in the development and implementation of innovative initiatives that build capability and readiness of whānau, iwi and hapū to achieve their aspirations. Joni is highly skilled in implementing Māori development initiatives and is a great advocate of whānau centred, iwi led, community driven kaupapa.

In her current role she leads a regional team focusing on regional economic development, community resilience and Whānau Ora. She is extremely passionate about ensuring the whānau voice is the main driver behind turning dreams into reality.

Prior to joining Te Puni Kōkiri in November 2024, Joni contributed to Māori development in leadership roles with Ngā Waihua o Paerangi Trust, Ngati Rangi, Te Taurahere o Ngāti Porou and Papakura Mārae Incorporated Society.

#### *Rob Gemmell – BNZ*

Rob Gemmell is a Client Director as part of BNZ's Corporate Agribusiness team having previously had roles as an Agri Business Partner and Senior Partner in Whanganui, together with a National Agribusiness Property Valuation role.

Rob completed a B Com Ag (Val & Fmgt) at Lincoln University and worked as a Rural Valuer and Agri Banker in Tasmania and South Australia prior to returning to his hometown Whanganui. Rob has judged on three previous occasions, and considers it a privilege to be involved again for the Ahuwhenua Trophy 2025 round.





### ***Hilton Collier – Beef + Lamb New Zealand***

#### *Ngati Porou*

Hilton is a Gisborne based agribusiness advisor and registered Farm Management Consultant whose professional career spans 40 years. Hilton grew up on whānau lands where cows were milked to supply the Ngati Porou Dairy Co-operative. His grandfather was a product of the land management schemes promoted by Ta Apirana Ngata. Today these family lands are used for finishing Wagyu beef and lambs. He has been involved in various initiatives to uplift Māori farming including the Tairawhiti Land Development Trust and more recently the Tairawhiti Whenua Charitable Trust who collectively own almost 200,000ha.

Hilton has built an extensive network within Māori Agribusiness sector. He frequently participates in industry leadership discussions, ensuring the Māori agribusiness sector has vocal advocate. He is a supporter of the Federation of Māori Authorities where he leads Te Aukaha, their Policy and Advocacy Unit. Hilton is a Director for Taiao Connect and continues to support the management of several large farming businesses throughout the Wairoa-Tairawhiti regions.

### ***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 Manawatū 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.

### ***Simon Charteris – BNZ***

Simon is from a farming childhood and grew into a career in agriculture that included shearing, IT, farming and 30 years agribusiness banking. Simon is based in the Hawke's Bay but has worked with a wide range of farming and agricultural business all over New Zealand. Simon particularly enjoys meeting new and enthusiastic people in the farming world, and with his experience, help them achieve their potential.

### ***Pania King – Beef + Lamb New Zealand***

*Aio ki te nuku, aio ki te rangi, aio ki ngā mea katoa. Tihei mauri ora!  
Ko Tapanaua, ko Kahuranaki, ko Te Upoko o Tahuatā ngā maunga.  
Ko Tauranga, ko Ngaruroro, ko Ōkana ngā awa. Ko Wairewa te roto.  
Ko Mataatua me Tākitimu ngā waka.  
Ko Te Whakatāne, ko Ngāti Hinemoa, ko Ngāti Irakehu ngā hapū.  
Ko Whakarae, ko Waipatu, ko Wairewa, ko Ruakapanga ngā marae.  
Ko Ngāi Tūhoe, ko Ngāti Kahungunu, ko Ngāi Tahu, ko Ngāti Porou ngā iwi.*

Pania and her husband Eugene King farm in the Motu, 72km from Gisborne. They won the Ahuwhenua Trophy, Excellence in Māori Farming Award 2019 for sheep and beef. Pania is currently Mātanga Whenua Māori Advisor for Beef + Lamb New Zealand, covering Te Tairāwhiti and Te Waipounamu. Pania is the Catchment Co-ordinator for Tairāwhiti Whenua Charitable Trust, and also the chairwoman of the Motu Catchment Group. Pania also supports numerous Ahuwhenua blocks and is the independent director for Paea Partnership in Te Tairāwhiti.



## »» NOTES





## »» NOTES

# AHUWHENUA TROPHY EXCELLENCE IN MĀORI FARMING AWARD 2025

SHEEP AND BEEF

## »» 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.

**AHUWHENUA  
TROPHY**



**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.



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.



Beef + Lamb New Zealand is proud to support this prestigious award that celebrates excellence and innovation in Māori farming. These are values we promote through our work on behalf of all New Zealand sheep and beef farmers, and we welcome this opportunity to highlight the successful Māori owned agribusinesses that help raise the bar across our industry.



**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.

## »» SILVER SPONSORS



## »» BRONZE SPONSORS



**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTU

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