

AHUWHENUA TROPHY EXCELLENCE IN MĀORI FARMING AWARD 2022

SHEEP AND BEEF



AHUWHENUA TROPHY FIELD DAY HANDBOOK

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THE AHUWHENUA TROPHY

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»»» FROM THE MINISTER FOR MĀORI DEVELOPMENT



**Te toto o te tangata, he kai; te orange o te tangata,
he whenua.**

**The blood of a person is from food, the sustenance
of a person is from the land.**

This year, we celebrate the 89th Ahuwhenua Trophy. It was launched in 1933 by Sir Apirana Ngata and Lord Bledisloe whose vision it was to encourage skill and proficiency in Māori agribusiness. Today, the Trophy continues to carry immense prestige and is an opportunity to showcase excellence in Māori agriculture.

Māori economic resilience is crucial to the wellbeing, development, and prosperity of our communities. Māori agribusiness is central to this, with Māori owning \$13 billion in primary sector assets.

There are 200 Māori authorities in the agriculture industry in Aotearoa. This has remained steady over the last five years; however, the number of employees has increased by 52%. We know that Māori employ Māori and tautoko their development - the continuing growth of Māori agribusiness is promising for our people.

This year, the focus is excellence in sheep and beef farming. Congratulations to this year's finalists, you exemplify the high calibre of skill, knowledge and work ethic required to thrive in a competitive agribusiness industry.

Running in conjunction with the Ahuwhenua Trophy is the Ahuwhenua Young Māori Farmer Award. Celebrating the success of our rangatahi is crucial to developing their confidence and inspiring them to continue to strive for excellence.

Using our whenua to sustain ourselves, our whānau and our community is in our DNA and is passed on through generations. Along with this, is a deep knowledge of and connection to the whenua. This rings true for our finalists in this year's awards.

The continuing pressure on te taiao is an issue at the forefront of the agriculture industry. Māori, as kaitiaki of their whenua, continue to demonstrate the importance of nurturing, respecting our whenua and remembering it is a taonga we must protect.

The achievements of this year's finalists are inspirational. It is my role, as Minister for Māori Development, to support Māori economic prosperity and resilience. The Ahuwhenua Trophy provides a platform to celebrate what our people can do and is the embodiment of thriving whānau.

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

***Look after the land, water, and the people,
and all will look after you.***

Hon Willie Jackson

MINISTER FOR MĀORI DEVELOPMENT



»»» FROM THE MINISTER OF AGRICULTURE



*Toitū te marae o Tane, toitū te marae o Tangaroa,
toitū te iwi.*

*Protect and strengthen the realms of the land and sea,
and they will protect and strengthen the people.*

The Ahuwhenua Trophy has a long history of recognising the achievements of Māori farmers. It's a pleasure to be a part of the 2022 competition and I look forward to celebrating New Zealand's top performing Māori sheep and beef farms. I continue to be impressed by the way competition finalists maintain their commitment to whānau, whenua, and tikanga Māori while also managing highly successful farming operations. The Ahuwhenua Trophy is the only known indigenous farming competition in the world, something we should all be proud of.

Māori agribusinesses play an important role in our economy, contributing \$2.4 billion to the country's gross domestic product. Overall, revenue from food and fibre exports is expected to top \$52 billion for the first time this year. This is a tremendous result for the sector as farmers, growers, fishers, foresters, and others have continued to deliver quality products for Kiwis and overseas consumers, while navigating the challenges of COVID-19. Our continued success will depend on our ability to produce high-value food and fibre products, and successfully innovate while at the same time reducing our environmental impacts.

This year the Government has confirmed its ongoing support for owners of whenua Māori by committing \$34.5 million over the next four years to ensuring the sustainable growth of Māori agribusinesses. This is a significant boost in Government support for Māori-focused agribusiness programmes and opens the doors for MPI to support a wide range of Māori landholding entities. It also allows MPI to build on the recent success of workforce cadetship programmes for Māori. These programmes were set up as part of a primary sector workforce package aimed at helping New Zealanders recently unemployed due to the impacts of COVID-19. This approach will ensure there is a skilled workforce to support the New Zealand's primary industries.

In addition to the Government's commitment to Māori agribusiness, more than \$35 million will be invested to provide extra support to all farmers, growers, and whenua Māori owners to reduce their on-farm greenhouse gas emissions, and to help develop specialised climate-focused extension services.

To this year's competition finalists, I applaud you for the years of hard work, dedication, and sacrifice you have invested in your whenua to get to where you are today. Be proud of this achievement and continue to lead the way for others in your communities. I look forward to seeing more of your successes beyond this year's competition.

Nāku noa, nā

Hon Damien O'Connor

MINISTER OF AGRICULTURE



»» FROM THE CHAIR



When Sir Apirana Ngata and Lord Bledisloe inaugurated the Ahuwhenua Trophy competition in 1933 it was a welcome relief from the hardship of the previous two decades of war, and it created an air of positivity for Māori and all New Zealanders.

In the 89 years since then that the competition has been running, the Ahuwhenua Trophy has been a beacon of light and hope. The vision and legacy of these great men has found a way throughout the years, and Māori agribusiness has grown and evolved. Māori continue to trade and innovate and care for their people and the whenua.

We are now in the midst of the Covid-19 pandemic where again the only certainty is uncertainty. At the same time, Māori farmers have suffered disproportionately through adverse weather events such as floods and droughts. But what we have seen in the past two years is farmers, and all those in the primary sector, living up to the reputation of being a nation where people overcome adversity and triumph in style. Since Covid-19 arrived on our shores, the Ahuwhenua Trophy Management Committee and its dedicated sponsors and supporters have kept the competition going.

This says a lot about who we are. We are strong, with a vision and a mission and we have not deviated from that. The individuals, iwi, trusts, and incorporations who have entered the competition this year, like those of the past two years, have shown remarkable strength of character and determination, contributing to the powerful legacy of Sir Apirana Ngata and Lord Bledisloe.

This is the time to celebrate our success and show how Māori successfully incorporate modern farming practices into their operations and at the same time have overlaid this with their own unique values of kaitiakitanga of our whenua. The industry led He Waka Eke Noa, a programme aimed at dealing with climate change has also seen Māori landowners at the forefront of these discussions.

I am proud of our achievements this year. We have worked through challenges that we have never encountered before but have proven we are agile and innovative and have found new ways to keep this competition going strong. Have no doubt this will be another great year for the Ahuwhenua Trophy and my thanks go out to all of the finalists for embracing the Ngata and Bledisloe legacy and vision.

Nukuhia Hadfield

CHAIR OF THE AHUWHENUA TROPHY MANAGEMENT COMMITTEE



»» History of the Ahuwhenua Trophy



It is now 89 years since the Ahuwhenua Trophy was inaugurated by the visionary Māori leader Sir Apirana Ngata and the Governor General at the time Lord Bledisloe. What is quite remarkable is that this 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 Waiariki Land 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 Waiapu 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 was introduced in 2012 and successive winners have demonstrated that young Māori have the leadership and management skills to take Māori agribusiness 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 farming and is recognised as the most prestigious and comprehensively judged award in New Zealand. The entrants, finalists and eventual winners all share and live the enduring values, goals, and vision of Sir Apirana Ngata and the competitive spirit of Lord Bledisloe.

A special book, 'Ahuwhenua – Celebrating 80 years of Māori Farming' was launched by the then Minister of Māori Affairs, Hon Dr Pita Sharples in 2013. It was written by the eminent historian Dr Danny Keenan and traces the history of the Award and gives a brilliant insight into the development of Māori farming over 80 years. This book shows just how much Māori farming has developed over the years and how the Ahuwhenua Trophy has established a strong platform for the future growth.



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2022 – Sheep and Beef

Te Kāwanatanga o Aotearoa
New Zealand Government

»» Looking Back

THE 2019 SHEEP & BEEF FINALISTS

Kiroiroa Station – Winner

Kiroiroa Station is a sheep and beef station situated in the Motu Valley northwest of Gisborne, and is owned and operated by husband-and-wife team, Eugene and Pania King.

Kiroiroa is 483 hectares, with 357 hectares effective, 60 hectares of tractor country, 200 hectares medium hill, with the balance being 60 hectares steep hill. Soils are pumice on the hills and sedimentary on the river flats. The annual rainfall is between 2,100mm and 2,500mm, with altitude ranging from 500 metres above sea level to 732 metres. Motu Valley is regarded as summer safe, but it does have long cold winters; snowfall is not uncommon.

Kiroiroa winters 3,800 stock units with a 40/60 percent cattle/sheep ratio. The King's trade cattle and finish all stock on farm.

Since participating in the Ahuwhenua Trophy competition we have a greater appreciation of where we live and all those who support us to achieve what we do here at Kiroiroa. It has opened new doors to opportunity and support for our whānau and whenua.

One of the challenges with farming is keeping up with all the new regulations and compliance coming at farmers. The speed of this is very daunting! We have achieved most of our short-term goals and targets that we had set and are on the way to achieving a lot of long-term goals and targets (both farming and personal).

The last three years have been a bit of a roller coaster with the Covid-19 pandemic. The first lock-down we didn't know what to expect. We prepared ourselves, our whānau, and the farm as best as we could. As Covid was upon us in autumn, there were certain activities happening on farm. We have good policies and practices in place, and had pre-booked space and times for our stock at the processing plant, so we knew we had everything well covered.

During these trying times, we enjoyed our family all being under one roof at the farm. Our time together was a perfect opportunity to reconnect, recharge, and enjoy each other's company, whilst utilising the work force as well. It was business as



usual for the King whānau at Kiroiroa, and we are very grateful that we had space to move and a home like Kiroiroa to be at during these times.

The second lock-down came and now knowing what to expect we were all set with what we needed to carry on. We were lambing on the farm, so had already set-stocked, and it was just a matter of waiting out the time frames, following the rules, farming our whenua and keeping our whānau and others safe. Preparation and organisation, such as having up-to-date policies and practices in place made life a lot less stressful.

Eugene and I are proud to be farming Kiroiroa and contributing to our economy during Covid-19 and now. We are always looking for opportunities to grow and we have plans in the pipeline for Kiroiroa and our whānau. Eugene has been running the farm and I have been working off-farm to help contribute to building opportunity for our tamariki and our business. We have purchased a property on the flats of Gisborne and have bought a family holiday home in Mahia.

Three of our four tamariki have transitioned into the work force. Levi is now a shearer, Haeora is in his last year of his building apprenticeship, Erueti has a team of dogs and will be starting a fulltime position shepherding, while Taane has just started Gisborne Intermediate School.

We are always working hard to improve on what we have done and what we are doing, and will continue to do so to establish a good foundation for our tamariki and mokopuna to build on in the future.

Nā māua noa, nā

Eugene and Pania King





Whangara Farms

Whangara Farms, a partnership of three Māori Incorporations; Whangara B5, Pakarae A and Other Blocks and Tapuwae Whitiwhiti, farms 8,800 hectares of land on the East Coast of the North Island. Of this area 7,650 hectares are effective. We winter 7,000 head of cattle and 50,000 head of sheep.

After winning the BNZ Ahuwhenua Trophy Māori Excellence in Farming Award in 2009, Whangara Farms has continued to grow our business, with the last three years being the busiest. This has been in the form of a change in our governance, a complete overhaul of our strategic plan, the acquisition of a new finishing farm and increased participation in submissions on government regulations that will impact on our businesses.

We embarked on a major review of our strategic plan in 2020. Up until then our focus centred on the operation of a successful sheep and beef farming business. What came out of our strategic planning process was the establishment of four pou to guide our future direction. These are: farming, whānau, taiao and diversification.

In order to make the most of the talented people we have in our wider governance group, we established subcommittees for each of these pou. It is early days, but we are already seeing the significant benefits from this structure are our committee of management members from the three incorporations working alongside each other in the subcommittees, further strengthening the glue that holds the partnership together. In addition, we have appointed a business manager who has responsibility over the taiao, whānau and diversification portfolios – alongside the inclusion

of Whangara Farms Secretary/ Accountant, our General Manager and his band of twenty merry men, the success of Whangara Farms would not be achievable.

We still maintain our five person board. This comprises one member from each of the Partners and two independent board members. In the last year we have seen three new members come onto the board. We have thanked those who have given their time and passion and welcomed those with new ideas for the future.

In 2020 we purchased a farm in the Wairoa/Hawke's Bay catchment and have converted it from a dairy unit

into a finishing farm for our lambs. It had been a long-term goal of the Partnership to do this, as one of our weaknesses has been and still is, that we farm in a summer dry area. As a result of that we have not fully benefited from finishing the 30,000 lambs at Whangara. The first year saw the lambs go off with weights not seen for a very long period of time. Sadly, the journey is a one way trip for the lambs. Apart from that, there have been other issues to solve but we are working our way through these.

In the ever-changing regulatory environment we have been a very active member of the recently formed Tairāwhiti Whenua group. This is a grouping of 42 Māori land blocks, farming 146,000ha on the East Coast of Aotearoa. The group was formed to respond to the challenges of regulatory change around climate, He Waka Eke Noa, resource management and numerous other regulations that impact on sustainable best choices for our whenua, people and communities now and for the foreseeable future. This has allowed us to stay informed and participate in submissions on so many aspects that will impact on our ability to utilise our Māori whenua in the future.

We met with Ministers Shaw, Whaitiri and Allan on home ground in Tairāwhiti. Further to this, we were invited to meet at Parliament in May for further discussion with Ministers Nash, Shaw, Allan, Mahuta, Jackson, and Whaitiri. We will continue to strive toward the best results we can for Māori land and tangata.

Te toto o te tangata he kai te orange o te tangata whenua – while food provides the blood in our veins, our health is drawn from the land.



Gwavas Station

Gwavas Station is one of two farm properties operated by Te Awahohonu Forest Trust. Both properties are located in Hawke's Bay, with Gwavas Station located at Tikokino. Gwavas Station consists of 1,000 ha of freehold title and another 562ha of neighbouring leases. Alongside Tarawera Station, Gwavas Station forms part of an integrated sheep and beef system with Gwavas Station finishing almost all of the progeny bred at Tarawera and Gwavas.

Since being a finalist in the 2019 Ahuwhenua Trophy competition, Gwavas Station has continued to grow the performance in finishing lambs and beef as a key part of the whole farm business. Despite a severe drought in 2020 and another dry year in 2021, being part of the Ahuwhenua Trophy process has given management greater confidence to make decisions early using good information and data. We were also able to utilise our regional farming and service networks built up over the many years of being associated with the Ahuwhenua Trophy competition.

An outbreak of tuberculosis on Tarawera has threatened our overall finishing system over the last two years, however we managed to avoid any major disruption through some really good relationships and farm system management on both farms.

This year we have been presented with one of our best seasons on record and we have been able to respond and benefit despite the disruptions rural processors and markets are experiencing.

The short and medium term goals for Gwavas Station have not changed in the context of the overall business. We concentrate on managing what we can control and look to improve the aspects of our business that will make a positive difference.

We are investigating new forages and are actively looking at water security for irrigation. Water security would give us greater seasonal resilience for the business and potentially higher value land use options over the long term.

Since entering the Ahuwhenua Trophy there have been two new trustee assistants flow into Te Awahohonu governance as part of our succession planning and capacity building strategy. We have reviewed our Strategic Plan. There has been little movement on key staff on both farms. While the Covid-19 crisis was a disruption, staff have been supported to develop robust on-farm protocols for both their own health status and others in the team. Our staff are critical to the success of the business and understanding their needs and aspirations is key. We endeavour to have at least two governance and staff events each year to get to know the team better, while staff get to know the governance team as well.

Financially, Te Awahohonu is performing very well. Some additional strategic land adjacent to Tarawera Station has been purchased and a large scale water reticulation project is being undertaken on this property as part of our longer term environmental strategy. A Farm Environmental Management Plan has been prepared for Gwavas Station and a more comprehensive plan is being prepared for Tarawera Station. The aim is to meet all our environmental goals for our whenua, awa and ngahere over the next 20 years.

The benefits of being part of the Ahuwhenua Trophy has allowed us to gain access to critical analysis and new ideas from outside experts, while also expanding our networks across the motu. We continue to get strong whānau support as they see the benefits from being part of a competition with a long history of Māori success.



Proud To Be Supporting Māori Excellence In Sheep And Beef Farming

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

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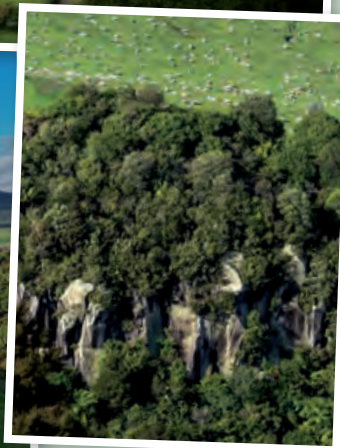
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Helping grow the country

»» Onuku Māori Lands Trust

96 Rerewhakaaitu Road, RD3, Rotorua

Field Day: 25th August 2022



»» Onuku Māori Lands Trust

FIELD DAY PROGRAMME*

9:00	Pōwhiri at 96 Rerewhakaaitu Road, Rerewhakaaitu
9:45	Morning Tea
10:05	Introduce the Programme
10.35	Farm Tour - 4WD only Stop 1: Land, Soil, Pastures, Crops and Feed Stop 2: Animals, People and Environment
1:35	Reconvene for History, Governance, Strategy and Community
2:10	Judges' Comments
2:30	Awards Ceremony
3:30	Refreshments

* Times are approximate

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

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

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





Onuku Māori Lands Trust

HISTORY

*Ko Ruawahia te maunga
Ko Onuku kei te putake
Ko Rotomahana te moana
Ko Rangiaohia te whare tupuna
Ko Ngāti Rangitihi te iwi
Ko Te Arawa te waka
Ko Mokonuiarangi te tangata*

In 1882 the land now known as the Onuku Māori Lands Trust was partitioned and handed back to Ngāti Rangitihi. The Mount Tarawera eruption occurred on 10 June 1886, wiping out the Rangitihi Pa located at Moura on the shores of Tarawera, and the world famous Pink and White Terraces on the shores of Rotomahana. The surrounding land, including that of Onuku, was covered with Rotomahana mud and portions of Tarawera ash and gravel. These soils make up the base of the Onuku Farms today. The estate stretches from Mount Tarawera in the north to Timberlands boundary in the south across State Highway 38.

From 1963 the land was developed and managed by the Department of Lands and Survey and handed back to Ngāti Rangitihi in 1982 when the Onuku Māori Lands Trust was formed. It had been run as one big drystock farming operation, but one of the goals of the Trust was to diversify and dairy was a good choice. Today the Trust has developed to consist of four dairy farms – three bovine and one ovine, a drystock farm, forestry, natural reserves and a mānuka plantation. Onuku has also developed outside the farm gates, starting an export honey business: Onuku Honey.

One of the strategic goals of Onuku has always been to acquire land on its boundaries and in 2004 the Trust acquired a farm in Northern Boundary Road. Onuku is proud that this farm won the 2018 Ahuwhenua Trophy award for Dairy.

The farm has a strong environmental focus, with Onuku being part of Project Rerewhakaaitu, a voluntary local farming initiative to help protect local waterways and lakes. Management focus on reduction in N and P loss and the highest possible animal welfare standards. The Trust is currently part of a Jobs for Nature three-year project to restore the wetland area and carry out more planting and pest control.

The more recent strategy for Onuku is the move from sharemilking to herd ownership and the Trust now owns herds on all its bovine dairy farms. It has also been a leader in the sheep dairy industry and is mentoring other Māori farms looking to enter this industry.

Another strategy is for Onuku owners to be employed on farm and the Trust endeavours to implement this whenever possible.

The Onuku board is actively involved with the various areas of its business, particularly on-farm where they visit regularly.



»» Onuku Māori Lands Trust

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- A strong, clear focus on the future that is based on a detailed knowledge of the past
- There is a focus on succession
- The Trust are active and fully engaged in governance, as well as having a comprehensive understanding of the business
- Agile
- Excellent process of critical review
- Good use of sub-committees.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

- Establishment of the position of Te Whaea o te Poari to recognise the mana and experience of the previous Chair, Moyra Bramley
- Establishment of an internship role
- The Trust is involved across a wide range of groups and organisations; locally, regionally and nationally
- A strong focus on relationships.

FINANCIAL AND BENCHMARKING

- Excellent gross returns
- Te Tūāpara Haumi Aronui – Impact Assessment Framework
- Due diligence on investments/systems change with decisions made on whai oranga (in the best interests of tangata whenua) across a range of financial and non-financial outcomes, for example: labour, N loss
- Financial performance aligned to future focus.

FEED PRODUCTION

- Strong focus on producing high quality feed/high utilisation
- Utilising Farmax to support management decisions
- Good crop management.

ANIMAL PERFORMANCE

- Strong focus on maximising lamb and cattle growth rates
- Successful move to full finishing
- Steady improvement in productive performance having increased from 270 – 275kg per hectare to 320 – 340kg per hectare.



»» Onuku Māori Lands Trust

HUMAN RESOURCE AND HEALTH AND SAFETY

- Strong focus on staff training and health and safety
- Processes in place to ensure all staff understand the business.

ENVIRONMENT/ SUSTAINABILITY

- Farm environment plan is in place and managed by an environmental sub-committee; activities include riparian planting, retirement, willow eradication, N management and minimising pugging
- The Trust utilise external funding to enable environmental works to be fast-tracked
- Shade planting for animal welfare.

INNOVATION

- Use of Bluetooth technology to improve security outcomes.

GENERAL

- Strong focus on governance and on-going critical review of processes
- Excellent process on due diligence on investments
- The establishment of the role of Te Whaea o te Poari is industry leading
- Strong focus on improving the productive and environmental performance of the farm.



Wetland area which is currently being restored

»» Onuku Māori Lands Trust

DIRECTORY

Tribal affiliation: Ngāti Rangitihi

Number of owners: 4,832

TRUSTEES

Barnett Vercoe, *Chairman*

Moyra Te Ariki Bramley, *Te Whaea o Te Poari, Trustee*

Tina Ngatai, *Trustee, Finance Audit Risk Committee, Environment Committee, Director Onuku Ltd*

Maramena Vercoe, *Trustee, Environment Committee, Director Onuku Ltd*

Ken Raureti, *Trustee, Farm Committee, Environment Committee*

Les Stowell, *Trustee, Environment Committee, General Manager Onuku Ltd*

Perpetual Guardian, *Custodian Trustee*

STAFF

Gordon Wesche, *Manager*

Hamish Percy, *Head Shepherd*

Merv Church, *Senior Shepherd*

Cory Church, *Shepherd General*

FARM ADVISORS

Peter Livingston, *AgFirst*

Angela Wharekura, *General Manager*

Owen Mitai-Wells, *Accountant, Deloitte*

FARM DESCRIPTION

Onuku Māori Lands Trust Drystock Farm forms an integral part of the Onuku estate. Managed as a stand-alone unit it contains 873 hectares of rolling contour. The farm runs lamb and beef finishing with a small breeding flock and provides grazing and feed for our three bovine dairies and one ovine dairy. The Onuku estate also has 135 hectares of forestry and 742 hectares of native planting.

Onuku is located at Rerewhakaaitu, 30km from Rotorua and at the base of Ruawahia Maunga (Mount Tarawera), bordering the edge of Lake Rotomahana. The site is unique in that the soils are the result of the Tarawera eruption that left behind a layer of mud. This is now the fertile base of our farms today. The mud, while summer 'safe' can prove challenging to manage through the winter months.

The drystock farm is managed by Gordie Wesche with three staff members. Peter Livingston of AgFirst provides supervision and has done so for 13 years.

The drystock farm is seen as an integral part of the strategy of the Trust to become self-contained. In considering our environmental footprint the benefits of reducing bought in feed, developing higher productive animals and reducing numbers during winter align with our long-term strategy to reduce emissions and water use whilst maintaining a premier product for market. Within the farm is a trial mānuka plantation for the extraction of oil on less productive land.

Onuku Māori Lands Trust apart from its farming and forestry interests owns Onuku Ltd which has a honey company and a software company enabling it to uniquely tag its produce overseas. It exports products to Canada, USA, United Arab Emirates and a scattering of others across the globe.





Onuku Māori Lands Trust

GOVERNANCE AND STRATEGY

TE HUAPAE / VISION

Onuku, he taonga tuku iho; mo ake tonu atu.

To protect and develop Onuku's inherited assets so as to be able to meet owners' aspirations; in a manner that all owners feel justly proud.

TE KAUPAPA / MISSION

To focus on realising and enhancing the present and potential value of Onuku while sharing its benefits and prosperity with our beneficial owners and their descendants.

The Trust's goal is to advance its role as kaitiaki (custodian and protector) of its lands, invest responsibly and grow the Onuku brand and provenance story with the aim to generate sustainable, long-term returns for its beneficial owners.

The long-term strategy since establishment has been to utilise and grow its land-based natural endowments (predominantly via farming activities) and generate meaningful benefits for its people via growing the value of the assets, distribution of income and creating employment opportunities.

Te Rautaki Haumitanga focus for the next 5 – 10 years is to invest in ventures that will compliment and improve the existing business activities, increase ownership of Ngāti Rangitihi lands, provide diversification and liquidity, and ideally occur in the Trust's rohe.

A strong environmental focus has been developed for the next five years and resulted in three full-time staff being employed to improve the existing native flora and fauna, restore our awa and to actively retire more unproductive land. This supports a vision that our mokopuna will proudly stand on this soil knowing that their tupuna made decisions that would protect and enhance their whenua.

STRATEGIC PLAN

The Strategic Plan is set five yearly, but reviewed annually to prioritise and shift in accordance with global, national and political pressures on farming and our other activities. In 2019 in recognition of Onuku's growth, a Treasury Policy and SIPO were developed to ensure investment decisions were underpinned by best practice governance processes that are inclusive of taha Māori.

The six key Pou reviewed are:

- Economics – to grow the ownership and profitability of farming activities.
- Employment – to create opportunities to allow the owners more involvement with the Onuku business activities.
- Growth and resilience – to seek out and create opportunities to improve Onuku's other business activities and grow the Trusts asset base.
- Social – to make decisions that provide benefit to our owners and their whānau.
- Sustainability – advance our role as kaitiaki of our lands and the Mātauranga Māori of Onuku.
- Compliance and risk – develop our governance mechanisms now and for the future.

Each of these Pou are broken down into required actions, how we achieve these actions and measures of achievement so that the board have a clear focus on their strategy at all times.



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Our guiding principles are:

*Pono – Tika – Kaitiakitanga – Rangitiratanga – Auaha – Mataki
Honesty – Professional – Stewardship – Leadership – Innovation – Vision*

These principals are expected of staff and governance alike.

Currently the focus is on measuring not only financial income but environmental income and we are actively:

- Reviewing all existing business activities to ensure they are future proofed; and
- Investigating and diversifying into other land use options in order to lower Greenhouse Gas (GHG) emissions into the atmosphere and Nitrate run-off into the waterways that surround the core land assets.

We undertake this whilst ensuring our return to our owners and the community is sustained.

SWOT ANALYSIS

Strengths (internal)

Strong governance with wide experience and who can make decisions.

Strong management/advisory team.

Excellent staff with good experience and good location for attracting staff.

Strong base – financial and farming to leverage diversification and innovation.

Contiguous farms and land holdings.

Large holdings to support diversification.

Good relationships with whānau, owners, other Māori land trusts, and the local community.

Rotomahana mud (caused by the eruption) provides summer safe grazing.

Weakness (internal)

Rotomahana mud is challenging for winter farming conditions.

Weather events and low temperatures.

Pests and surrounding reserves poorly managed – Canadian geese and wallaby in particular.

Keeping pace with the growing ownership.

Opportunities (external)

Premier product development for higher prices.

Ngāti Rangitihi settlement and return of lands (Waimangu Valley may provide tourism opportunities).

Tourism.

Ability and desire to work with others to form partnerships and collaboration.

Research partnerships to benchmark and assist with decision making.

Threats (external)

Political instability and change of government.

Global trends and instability.

Recession and inflation.

National and regional legislation changes.



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GOVERNANCE

We hold Annual General Meetings (AGM) and every second year take the owners on a farm tour.

Two Trustees retire by rotation every two years (Trustees can stand for re-election). This provides an opportunity for other owner nominees to stand for the Trust and ensures they remain accountable to their owners.

The Trustees cover a wide range of skills and experience and have an even gender balance. They meet monthly to discuss the wide variety of business that the Trust is involved in. Farm, FAR (Finance, Audit and Risk) and Environmental committees have been formed to spread the load amongst the Trustees.

Our longest serving Trustee, Moyra Te Ariki Bramley, the remaining foundation Trustee from 1980 and former Chair, has been appointed as Te Whaea o Te Poari, acknowledging her mana and role as a guiding light. Barnett Vercoe, a 20-year Trustee veteran and former Deputy Chairman stepped into the role of Chairman three years ago.

A new role, Pia Ringatohu, has been created to bring more people into the Trust and to provide an insight into the role of the Trustees. This provides for succession not only within Onuku but across Te Waka o Te Arawa.

Professional development of Trustees is encouraged with a budget allocated to support this – these include actual courses and attendance at seminars related to Trust business. Each Trustee brings with them professional networks and these further extend our knowledge sharing.

The General Manager, Angela Wharekura provides an important conduit with Onuku Honey, the Farm Supervisor and the accounting firm to ensure the Trustees have a clear understanding across all of the business and that the strategy is being carried out.



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SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

Support of our owners is a strong focus. This has seen the Trust provide kaumātua grants, education grants and a yearly distribution for the past 30 years. We are proud that we have been able to provide such consistent distribution to our owners, at the same time as developing the taonga that is Onuku.

We are providing more employment to owners and their descendants, and have grown over the last ten years from employing three FTE to over ten FTE, plus ten casuals. We use our wide pool of educational recipients to advertise opportunities that arise through our networks and agents.

At a community level, we have for many years been a supporter of local events such as the Rerewhakaaitu Rodeo which our drystock farm staff, Merv and Cory Church, are well known as national champions. In 2022, our staff members Merv Church and Hamish Percy placed first and second respectively at the Waikato/Bay of Plenty regional dog trials.

We are currently working with the Rerewhakaaitu School on a pest control project that our Jobs for Nature staff are leading. Our kaimahi go out weekly with students to lay possum lines and teach about conservation. We have strong relationships with the Bay of Plenty Regional Council, Ballance AgriNutrients, Department of Conservation, BNZ, FMG, AgResearch and have hosted these groups on the land from time to time.

The Trust is an active member of Project Rerewhakaaitu, Awhina Group and Arataua Te Arawa (the Māori land primary sector collective). We form part of and mentor the recently formed Māori Agribusiness Sheep Milking collective who have 20 land trusts looking at diversification.

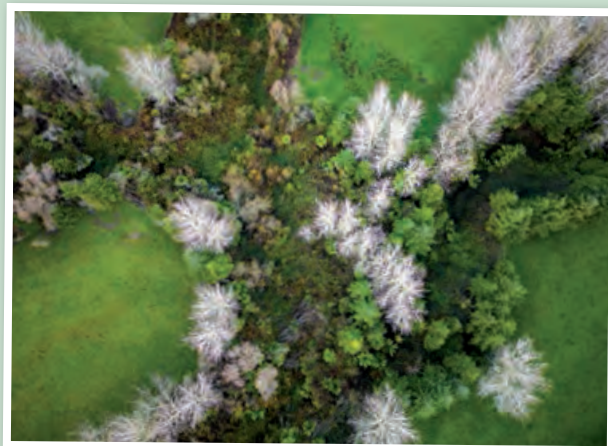
We host numerous visiting groups who are interested in our diversification or simply wish to share ideas, success and failures. The Trust is open with others and considers that a collective approach strengthens how we can succeed as Māori.

Ngā tikanga Māori is incorporated into all engagements with others both through manaaki and ensuring partnerships understand how we do business.

Sites of significance are protected and are fully fenced along with our waterways. A recent example was the fencing of the chimney at Stowells with a stone wall undertaken by the descendants of the original whānau.

The strong emphasis on the environment is a reflection of our commitment to Papatūānuku and we have made a conscious effort through our environmental programme to ensure the land is improved and pollution minimised.

We are engaging with Te Arawa entities and other iwi to ensure there is alignment between our strategy and theirs. The past – whakapapa, our history and the effects of colonisation – assist in informing the future.



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FARM DATA AND FINANCIAL DATA

FARM DESCRIPTION

Total area ha	2,430
Effective grazing ha	873
Subdivision	208 paddocks
Water supply	Bore water from various bores
Contour	Flat to rolling
Pasture	Lower block – ryegrass and clover Upper block – mixed species grasses, plantain, white and red clover
Fertiliser applied for year kg/ha	330kg ha super plus (32kg of N applied per ha)
Seasons rainfall mm	1,488
NIWA 10 year rainfall mm (nearest location)	1,382
Olsen P	15 – 35
Soil pH	5.8 – 6.2



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LIVESTOCK SUMMARY

Opening Stock Numbers	2018-19	2019-20	2020-21
SHEEP			
MA Ewes	1,687	1,250	1,034
2 Tooth Ewes	704	367	340
Ewe Hgts	1,375	492	
Ram/Trade Hgts		1,377	3,083
Rams	32	79	24
Other	30		43
Total	3,828	3,565	4,524
Total Sheep SU (SSU)	3,652	2,988	3,581
CATTLE			
MA Cows			
IC R2 Hfrs			
Dry R2 Hfrs	77	88	119
R1 Hfrs	84	67	81
R1 Bulls	240	237	289
R2 Bulls	168	245	240
MA Bulls			3
R1 Steers	79	67	83
R2 Steers	84	82	67
MA Steers		7	1
Breeding Bulls			
Total	732	793	883
Total Cattle SU (CSU)	3,337	3,674	4,053
Dairy Grazers SU	2,356	2,065	2,433
Deer SU			
Total SU	9,345	8,727	10,067
Sheep/Cattle/Dairy/ Deer Ratio %	39/36/25/0	34/42/24/0	36/40/24/0



Onuku Māori Lands Trust

FINANCIAL AND PHYSICAL SUMMARY

All entrants accounts and supporting data were analysed using Beef + Lamb NZ Ltd's 'Yardstick' benchmarking resource to create three years of data and identify trends.

B+LNZ Class 5 Northland/Waikato/BOP	2018-19	2019-20	2020-21
PHYSICAL SUMMARY			
Effective Area	900	878	873
Stocking Rate per Ha (SU)	10.4	9.9	11.5
Labour Units	4	3.5	4
Total SU's Lbr Unit	2,336	2,493	2,517
Lambing % (Excl. Hgts)	108.2%	119.2%	102.8%
Total Lambs Breed	2,183	2,183	1,710
Lambs breed from Hoggets	299	249	298
Calving %	N/A	N/A	N/A
Adult Sheep D&M	5.0%	1.5%	12.0%
Adult Cattle D&M	4.3%	0.7%	0.0%
Dairy Grazer D&M			
Sheepmeat Production Kg per Ha (CW)	51.9	103.2	92.0
Beef Production Kg per Ha (CW)	168.1	201.4	224.5
Wool Production Kg per Ha	16.7	18.8	0.0
Net Production Kg per Ha	236.7	323.4	316.5
Fertiliser Kg per Ha	265.1	262.0	99.0
Lime Kg per Ha	0	0	0
FINANCIAL SUMMARY			
GFR/Ha	\$1,792.98	\$1,555.52	\$1,693.47
FOE/Ha	\$949.43	\$1,072.91	\$1,031.52
FOE as a % GFR	53.0%	69.0%	60.9%
EBITRm/Ha	\$836.07	\$463.61	\$636.56
EBITRM per Kg of production	\$3.53	\$1.43	\$2.01

Notes

Breeding % is calculated using survival to sale

GFR = Gross Farm Revenue

FOE = Farm Operating Expenditure

EBITRM = Earning Before Interest Tax and Rent less wages of Management

Highlighted Cells = Industry agreed RMPP Key Performance Indicators



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SHEEP AND BEEF FARM SURVEY BENCHMARKING

We are using the B+LNZ Economic Service survey data to benchmark entrants. The 2019-20 year compares each entrant to the Mean and top 20% of farmers in their farm class ranked by Earnings Before Interest, Tax, Rent and managers salaries (EBITRm). The 2019-20 year is the mid year off 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.



Onuku Māori Lands Trust, 2019-20 Northland-Waikato-BoP - Farm Class 5

Farm Class 5, 2019-20	Unit	Mean*	Top 20%*	My farm
Income		per hectare	per hectare	per hectare
Sheep	\$	\$257.87 ▲	\$560.52 ▲	\$623.65
Wool	\$	\$12.28 ▲	\$24.16 ▲	\$41.19
Total sheep	\$	\$270.15	\$584.68	\$664.84
Beef	\$	\$1,344.23 ▼	\$1,933.84 ▼	\$495.78
Non-dairy grazing	\$			
Dairy grazing	\$	\$88.55 ▲		\$390.93
Deer & velvet	\$			
Cash crop	\$	\$419.33	\$1,685.64	
Other farm income	\$	\$54.44 ▼	\$59.76 ▼	\$3.97
Gross Farm Revenue (GFR)	\$	\$2,175.88 ▼	\$4,263.91 ▼	\$1,555.52
GFR per labour unit	\$	\$332,863 ▲	\$598,169 ▼	\$390,214
GFR per SU	\$	\$186 ▼	\$282 ▼	\$156
Expenses		per hectare	per hectare	per hectare
Wages (excluding manager)	\$	\$129.09 ▼	\$137.85 ▼	\$184.96
Animal health	\$	\$53.31 ▼	\$42.80 ▼	\$93.91
Weed & pest	\$	\$18.64 ▼	\$40.88 ▲	\$33.61
Shearing	\$	\$14.45 ▼	\$18.72 ▼	\$96.33
Fertiliser	\$	\$254.88 ▲	\$429.39 ▲	\$211.55
Lime	\$	\$18.97	\$46.61	
Seeds	\$	\$56.13 ▼	\$120.14 ▲	\$76.63
Vehicles & fuel	\$	\$91.19	\$120.77 ▲	\$91.82
Electricity	\$	\$12.36 ▼	\$15.09 ▼	\$26.55
Feed & grazing	\$	\$110.26 ▲	\$66.24 ▲	\$45.53
Cultivation & sowing	\$	\$69.37	\$162.65	
Repairs & maintenance	\$	\$109.20 ▲	\$152.55 ▲	\$27.79
Irrigation	\$			
Freight	\$	\$31.13 ▼	\$62.93 ▲	\$53.16
Administration	\$	\$36.59 ▼	\$43.24 ▼	\$62.86
Other expenses	\$	\$0.00	\$0.00	\$17.14
Farm Working Expenditure (FWE)	\$	\$1,014.90	\$1,465.17 ▲	\$1,021.83
FWE ratio - as percentage of GFR	%	46.6 ▼	34.4 ▼	65.7

*Benchmarking data is ranked by EBITRm per hectare



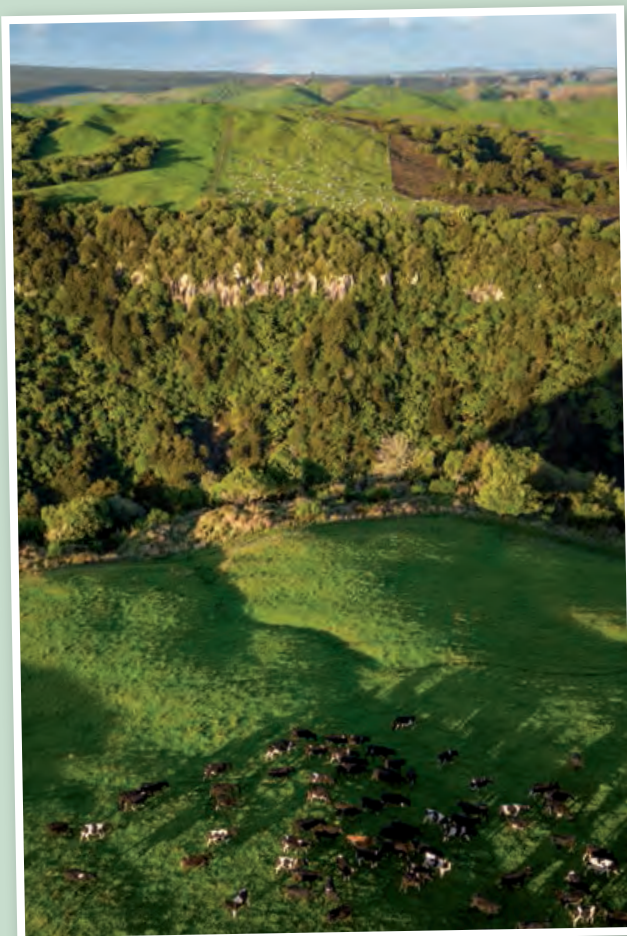
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Onuku Māori Lands Trust, 2019-20 Northland-Waikato-BoP - Farm Class 5

Farm Class 5, 2019-20	Unit	Mean*	Top 20%*	My farm
		per hectare	per hectare	per hectare
Insurance & ACC	\$	\$29.22	\$35.81	\$16.57
Rates	\$	\$58.04	\$109.92	\$34.50
Farm Operating Expenditure (FOE)	\$	\$1,102.16	\$1,610.90 ▲	\$1,072.91
FOE Ratio - as percentage of GFR	%	50.7 ▼	37.8 ▼	69.0
Interest	\$	\$63.42	\$19.36	
Rent	\$	\$58.90	\$149.27	
Depreciation	\$	\$102.99	\$147.29	\$19.00
EBITRm	\$	\$970.73 ▼	\$2,505.72 ▼	\$463.61
EBITRm per kg of production	\$	\$2.97 ▼	\$6.15 ▼	\$1.43
Farm Profit Before Tax (FPBT)	\$	\$848.41 ▼	\$2,337.09 ▼	\$357.91

*Benchmarking data is ranked by EBITRm per hectare



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BUSINESS MANAGEMENT

GOALS

- Focus on productivity and profit, not just production alone. Income and cost of business approach.
- Realise the potential of the land and its resources with due regard to our environmental footprint.
- Achieving best fit stock policy and farm system to match the feed supply curve.
- High return on feed eaten and utilisation rate.
- Diversified mix of policies and ability to make tactical changes.
- Support role for Onuku Trusts' dairy operations.
- Achieve net productivity per hectare above the benchmark average – Class 5 B+LNZ.
- Lift farm profitability to above B+LNZ Class 5 average.
- Invest capital in a prudent manner.
- Effective monitoring to identify opportunities and manage risk.
- Maintain good working relationships with agribusiness sector-supply chain opportunities.
- Respect staff and aspirations.

KEY PERFORMANCE INDICATORS

Our business decisions are driven by our strategic pou of economics, employment, growth, resilience, social, sustainability and compliance. We strive to increase our income and asset value, but not at the expense of the other pou which ensure that we act in a manner that is consistent with our vision and values.

- Net production per hectare at 325 – 350kg/ha/annum.
- High Gross Farm Income.
- Stock trading margins lambs at \$40 – 45/head and cattle at \$600 – 700/head.
- Finishing weights for lambs and beef cattle above benchmark average.
- Farm working expenses at under 60% of Gross Farm Revenue.
- High return on feed eaten (cents/kgDM) based on Farmax analysis.
- Efficiency of conversion of feed to product improvement (kgDM eaten/kg product).
- Overseer analysis of nutrient footprint annually. Look to reduce N loss to groundwater.
- Dairy heifers grown to DairyNZ targets as an in-calf two year old.
- Increasing level of contribution to annual business profit outcomes.

CRITERIA FOR NEW INVESTMENTS

New investments are considered under our Te Tūāpapa Haumi Aronui – Impact Investment Framework which provides tikanga guidance to how we consider new investment.

The Trustees have chosen to ensure the protection of their corpus land by not using this as security for any borrowings so any development must be done within the limits of the security of our non-corpus land assets.

When considering any new investment proposal, we look at this against a matrix of kaitiakitanga, mana whenua, whai oranga, he ara matua and hua ahumoni. These considerations are given weightings which we score any proposed investment against. This process enables us to look at investment using clear established guidelines so that we are able to focus on what is important to the Trust.





Onuku Māori Lands Trust

STRATEGIES

We are focussed on our strategic objectives of economics, employment, growth, resilience, social, sustainability and compliance. Ensuring that we strive for the best returns we can achieve, whilst reducing our environmental footprint and paying attention to our other strategic drivers, achieves consistent results. We have had this strategy in place for many years and it has helped us to grow and provide opportunity for our owners, whilst at the same time diversifying our policies to achieve better results both financially and as a kaitiaki of our whenua.

- Set and review five-year farm business and growth plans that align with the Trusts' strategic direction.
- Added experienced 2IC to management team to aid overall business management.
- Mark and measure approach – record and analyse data for farm performance and consider environmental factors.
- Farm Systems Reviews by external experts (AgResearch and others) and benchmark data from industry (B+LNZ) at no less than 3 – 5 yearly intervals.
- Grow in farm performance for an improved fit of stock policy/farm system to feed supply curve.
- Move to trading stock as a higher % of feed utilised – improved return and reduce late summer/autumn feed supply risk.
- Sound stock trading policy implementation – buy well and chase the best trading margin, not always the heaviest weight at sale.
- Significant investment in subdivision, water reticulation and laneway access over 5 – 7 year period.
- Diversifying forage mix and improved pasture quality to achieve better spread of feed supply.
- Use tools such as Farmax for policy analysis, tactical decision-making and running 'what if' scenarios.
- Work closely with Trust's four dairy farms for grazing purposes and provide supplementary feed to fully utilise spring surplus.

KEY STRATEGIES

Implementation of our strategy has resulted in:

- Growing our income through changing our business model.
- Adoption of strategies to reduce our environmental footprint.
- Creating more jobs through changes to our business model.

DEVELOPING AND IMPLEMENT THE BUDGET

The budget is prepared each year and presented to the Trustees for consideration. Budgets are discussed with the managers and we obtain their feedback before these are presented to the Trustees for approval.

Each month, actuals are reported against the budget and we provide this information to our managers for them to track their expenditure and profit.



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FEED PRODUCTION AND SOIL MANAGEMENT

The farm is in two distinctly different blocks:

- Stowells Flats: 270ha growing 7.7 – 8.0 t DM/ha/annum and tends summer/autumn dry. Lighter soils of volcanic origin.
- Main Farm: 603ha growing 11.0 – 11.3 t DM/ha/annum on Rotomahana mud which is very winter wet but summer moist.

Over the last 3 – 5 years a strong focus has been placed on a development programme and change to stock policies to lift the utilisation rate of feed that the farm was already growing and minimise wastage. This was complemented with a strategic approach to nutrient fertiliser inputs. The farm soils are very high in potassium and magnesium and mainly require phosphorus, sulphur, calcium and trace elements. Soil testing is conducted every second year and the nutrient management plan updated.

The cropping programme includes 18 – 25ha per annum of winter brassica crop (kale) yielding 12 – 14 t DM/ha and used by cattle, then resown in new pastures and mixed forage swards for stock finishing. This now includes an area of 60ha in plantain, red clover and grasses specifically for finishing lambs.

The lucerne area is 39ha established over the last four years and another 30ha area identified and ready to be planted in 2022 and 2023. The target is to keep around 60 – 70ha of lucerne to help provide high quality feed and achieve a better spread of seasonal supply to fit finishing needs.

The surplus spring/summer feed is handled in three ways:

- Silage of up to 400 t DM is made for use by the drystock farm cattle from autumn to late winter.
- Surplus feed of 150 – 180 t DM is 'sold' to the Trust's four dairy farms.
- Strategic mulching of poorer quality feed over summer to return as large an area as possible to a growth phase for optimizing productivity.

Nitrogen is used tactically and mainly in early spring or autumn if sufficient soil moisture levels permit.

The mix of sheep, own beef and dairy grazers provides optimal flexibility for an integrated policy mix to work to achieve:

- Best fit feed utilisation across the full year.
- Keeping the feed quality level as high as possible right through the season; finish stock all year round if feasible.

There has been a strong emphasis on reducing the level of weed and pests over recent years. The thistle infestation alone was estimated to be costing 10 – 15% of pasture production and the wallaby, deer and pig challenges are considerable.





Onuku Māori Lands Trust

ANIMAL PRODUCTION

Return on Feed Analysis – Farmax 2021/22	
Stock policy	Gross margin (cents per kg eaten)
Lamb finishing	28.8 cents
Beef production	20.4 cents
Dairy heifer grazing	18.8 cents

Sheep

- The ewe flock has almost been fully replaced with lamb finishing and beef cattle.
- This was for improved profit and to better suit the feed supply curve/feed utilised.
- The farm has finished 13,000 – 14,000 lambs per annum over the three years 2020 – 2022.
- Some lambs reared on the Trust's dairy sheep unit come over at weaning (1,000).
- Average carcass weight at 17.8 – 18.3kg for a \$40 – \$52/head trading margin.
- Moving lamb finishing capacity up to 16,000 – 18,000 per annum and targeting 18 – 18.5kg carcass weights.
- Try to finish lambs in 9 – 10 months of the year to gain bonus premiums.
- Lambs are quarantine drenched on, and stay for around 60 days.
- Strategic weighing of lambs to keep an eye on weights. Draft off the scales above set minimum live weight.

Cattle

- Approximately 400 – 450 beef cattle finished annually and lifting to 550 – 575.
- Trading margins of \$600 – 700 per head achieved.
- Bulls are run on Stowells Flat and heifers/steers on Main Block.
- Up to 720 yearling dairy heifers are wintered and sent home at 440 – 460kgLW in-calf.
- Approx 50% of grazing cattle are from Trust's own herds.
- Beef finishing carcass weights average.
- Bulls at 27 – 28 months, 294 – 303kg.
- Steers at 28 – 30 months, 305 – 313kg.
- Heifers at 24 – 28 months, 242 – 248kg.
- Replacements either purchased on open market or reared on Trust's dairy units.
- Some 'shorter term' trades of heifers when the markets are favourable.
- Comprehensive animal health and mineral supplementation plans: work with vets.
- Encourage dairy herd owners to be involved in monitoring/drenching.

Looking ahead

- Farm systems modelling forecasts a production lift in next 2 – 3 seasons to 375kg product/ha/annum.
- Reliant on establishing more 'drought/dry tolerant' forage swards that improve resilience in the face of climate change (study completed in 2020/21).
- Shade and shelter provision study completed in 2021/22 to be implemented in conjunction with an extension to the creation of biodiversity corridors across the Trust's full farm operation.
- Maintain a spread of enterprise mix to manage risk.



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HUMAN RESOURCE AND HEALTH AND SAFETY

MANAGERS, STAFF

Our strategic objective is to grow employment opportunities for our owners, create succession pathways and adopt a policy of the best people for the job with emphasis on growing the business.

Gordie Wesche has been instrumental in developing the drystock farm in the past seven years. Merv Church has been employed for over 50 years on-farm. His son Cory has also been employed for over 20 years. This stability shows the value we place on our people and their commitment to Onuku.

Success is our kaimahi as kaitiaki, protecting and enhancing Onuku whenua and generating benefits for our 4,832 owners.

Success is also providing our kaimahi with opportunity, safety, security and growth.

Our recent move towards increasing our staffing is to enable better succession planning and attention to some of the environmental areas.

STRATEGIES

Onuku has a policy of growing employment opportunities for owners. We endeavour to promote any employment opportunity to our owners and to recruit them into the industry. We always try to support and mentor, sometimes identifying that we need to send our owner employees to other opportunities outside Onuku, in order for them to come back to us with better skills.

We have adopted a programme over all our farms which requires our teams to meet with management on a monthly basis to go through a set programme that includes Farm Environment Plans, animal welfare, biosecurity as well as kaimahi welfare and health.

There is an employee manual which gives guidelines to all staff, and all farms meet together at least six monthly to ensure that the expectations of management are articulated across the Onuku farms.

Our employees have a yearly review where we seek to identify any training requirements or areas that we can support growth and development.

HEALTH AND SAFETY

Health and safety is a priority on all farms and an audit has been carried out recently. HazardCo is the system that has been adopted for all farm inductions and reporting. As part of our workplace 360 programme our policy is updated regularly and communicated to all staff. Monthly on-farm meetings and reporting are part of the management reporting required.

ADVICE AND SUPPORT

Each year following our AGM, the Trustees review chairmanship, committees, and service providers. This ensures that we are regularly considering if the current providers are providing a suitable level of service or if change is necessary.

If we consider a change, we then go through an expression of interest process and we approach reputable providers to provide a quote and service document which is then considered by the Trustees.

A full review of all advisors is conducted five yearly and is based on performance and benchmarking, as well as their ability to meet our values and principles. This resulted in a change of accounting service in 2019 and review of audit in 2020. In addition, there has been changes to our legal advice which is now split between three legal firms who each bring a different service depending on the advice being sort.

We engaged AgResearch to undertake a full review of our drystock operation and look at our policies and provide recommendations. This provided a good review of our business.



»» Onuku Māori Lands Trust

ENVIRONMENT AND SUSTAINABILITY

Onuku has always been involved in conservation and our work commenced in the 1980s when 742 hectares were set aside under a Ngā Whenua Rāhui covenant.

In 2021, we successfully obtained a Jobs for Nature grant which allows for a three year programme of restoration of existing conservation areas, extension of these areas and shade and shelter plantings.

Additionally, Onuku has made a commitment to setting aside annually at least \$20,000 towards further environmental work.

We have been involved in Project Rerewhakaaitu for many years so our Farm Environment Plan has been in place for some time. We are currently carrying out reviews of our plans with further actions that we now will incorporate as the result of our Jobs for Nature project.

In April 2022, the Board reviewed a plan for shade and shelter, which will result in significant planting over the next three years.

The goals of our Jobs for Nature project – Mahia te papa – Papa-tua-Onuku is to:

- Restore our wetland through control of willow infiltration.
- Repair and restore our reserve areas through planting over 150,000 plants.
- Repairs and new fencing of over 15km.

KEY PERFORMANCE INDICATORS

Our goal is to increase our profitability with a lower environmental footprint. Our footprint is measured in terms of nitrogen, phosphorus, GHG and water use.

We evaluate the environmental impacts of changes to our farm systems using Overseer (nutrient and GHG) and Farmax. In assessing the success, we take a 'whole farm' approach – taking into account all farms and the overall result of any changes that are made.

Ultimately, we are looking for increased profitability with a lower footprint.

STRATEGIES

Our focus areas will be:

- Enhancing and extending our existing conservation areas through our Jobs for Nature project.
- Focus on the better use of resource across all farms and becoming more self sufficient with less reliance on brought in feeds. Our farm will prove critical in this strategy with a move towards growing higher protein supplement for support to our other farms.
- Fine tuning of our policies to see a focus on strategic use of Nitrogen, lowering our GHG emissions and incorporating measures over all farms to see our profitability increase and our environment footprint reduced.



»» Onuku Māori Lands Trust

INNOVATION

Onuku is always looking at innovation and ways in which we can prepare for the future.

We participated in the 2018 Farm Systems Modelling for GHG for Māori farms which looked at changes to our farm system to mitigate GHG. This project was one of the catalysts for moving one of our bovine dairy farms towards dairy sheep. This included a field day which was well attended.

We continue to explore and trial initiatives on our drystock. A further example of this is growing miscanthus as a bedding material and growing mānuka for oil.

In 2020/21, we engaged Massey University to carry out a feasibility study for expansion into tourism, all in preparation for further development. We have this project on hold currently until we are ready to look further at a business plan for this.

We engaged with AgResearch in 2021 for a drystock review and this identified further options for investigation into deer farming. This review has been supported by our further opportunities evaluation which was prepared by AgFirst and has resulted in our move in farm policy towards lucerne, sale of surplus feed and more internal support to our other farms.

We have been using Farmax to model scenarios for some time and we adopt phone apps such as ApprovalMax for checking of our invoices by farm management and PaySauce for time recording for staff.

We have a current project that looks at our energy balance equation and options that could be investigated to see what potential changes to on-farm energy use are applicable and practical.



FARM MAP





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CONGRATULATIONS TO THE FINALISTS IN THE

AHUWHENUA YOUNG MĀORI FARMER AWARD 2022 SHEEP & BEEF



**Chloe
Butcher-Herries**
Ngāti Mahanga, Waikato-Tainui



**Puhirere
Te-Akainga Tamanui Tau**
Ngāti Ira, Ngāti Porou, Ngāpuhi



**Rameka
Eli Edwards**
Ngāpuhi,
Waikato-Tainui



THE WINNER WILL BE ANNOUNCED AT
THE AHUWHENUA TROPHY AWARDS DINNER
FRIDAY 21ST OCTOBER, PETTIGREW GREEN ARENA, NAPIER
FOR FURTHER DETAILS EMAIL info@ahuwhenuatrophy.maori.nz

»» Wi Pere Trust

319 Whatatutu Road, Te Karaka, Gisborne

Field Day: 1st September 2022



»» Wi Pere Trust

FIELD DAY PROGRAMME*

9:00	Pōwhiri at 319 Whatatutu Road, Te Karaka
9:45	Morning Tea
10:15	Introduce the Programme
10.35	Farm Tour – 4WD only Stop 1: Land, Soil, Pastures, Crops, Feed and Environment Stop 2: Animals and People
1:00	Reconvene for History, Governance, Strategy and Community
2:10	Judges' Comments
2:30	Awards Ceremony
3:30	Refreshments

* Times are approximate

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

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

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



Paintings in the mahau (porch) at Te Rongopai Marae



»»» Wi Pere Trust

HISTORY

Wi Pere was a man ahead of his time; a rangatira, tohunga, soldier, entrepreneur, politician and legislator. He was born in 1837 and lived during a time of some of the most turbulent chapters of New Zealand history, experiencing firsthand the catastrophic effects of colonisation and the loss of Māori land.

Wi Pere held the Eastern Māori Seat from 1884 – 1887 and 1894 – 1905 and was appointed to the Legislative Council during 1907 – 1912. Throughout his political career, he advocated strongly for the retention and development of land in Māori ownership and control. He was responsible for the Mangatu Empowering Act 1893 which formed the first Māori Incorporation, and of which he was the founding Chairman. He was also involved in mediating some of the contentious conflicts involving his whanaunga Te Kooti – at times these were life-threatening events.

At the same time, Wi Pere the entrepreneur was proactive at taking advantage of business opportunities and developed his own lands as a successful grazier of some 18,000 sheep. Along with W L Rees, he also launched the East Coast Native Land and Settlement Company which had accumulated a quarter of a million acres in the Gisborne region and set off to London in 1888 to raise capital and bring out settlers. However, due to hostile opposition from the Atkinson government, this venture was unsuccessful.

When Wi Pere died on December 9, 1915, in his eulogy Ta Apirana Ngata remarked “No man ever did more for his people, never was there a greater fighter for his race than Wi Pere”.

Created in 1899 by an Act of Parliament, the Wi Pere Trust was established by our tipuna Wi Pere to protect the remaining lands of his whanau at a time when the whenua was heavily in debt and under threat of being sold under mortgagee sale. Over this period a sole external Trustee was appointed with the approval of the Governor of the day. Wi Pere’s two sons, Te Kani and Moanaroa were later appointed Trustees with the Governor’s approval. Gradually over time other direct descendants were appointed to replace non-whanau Trustees with the approval of the Minister of Māori Affairs.

Today, 123 years later the Wi Pere Trust continues under the stewardship of his mokopuna Alan Haronga (Chair), Kingi Smiler, Trudy Meredith, Hector Pere, and Jason Lardelli.

In 2017 the constitution was changed by an Act in Parliament to remove Ministerial oversight, hand the power back to the whanau to appoint Trustees and bestow limited liability on the Trust.

An important landmark on Wi Pere lands is the memorial of the Waerenga-a-Hika siege in 1865 adjacent to the urupa where Wi Pere is buried. Another is Te Rongopai Marae, a painted meeting house unique among its kind built in 1887 in preparation for the return of Te Kooti to Poverty Bay. Rongopai continues to be an active whanau and Ringatu marae today.

The Trust’s aspiration is to continue to build and grow Wi Pere’s whenua which he fought so hard to retain for his whanau, and to continue to provide a legacy for current and future generations of his descendants.



Wi Pere ready to leave on his trip to London in 1888 to raise capital and bring out settlers.



In 2000 the Trust commissioned Derek Lardelli to design the Wi Pere logo.

Colors	Black	Te Po, potential
	White	Te Ao, the world of light
	Red	Sacred bloodlines

Koru	The three baskets of knowledge and signifies Wi Pere teachers and schools of learning.
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Pu Kanohi	With an eye on the past, linking the present to secure our future.
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»» Wi Pere Trust

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- Wi Pere Trust has strong leadership, at both governance and farm operational levels
- A strong focus on drivers and enablers to build on and continue the legacy of Wi Pere
- Clear policies on corpus lands
- The Trust utilise expertise to input into key regulatory discussions – water, carbon
- Strong focus on strategic planning.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

- Very clear understanding of the history of the property and the role of Wi Pere
- Excellent connection with shareholders through scholarships, reunions, papakāinga lands, marae refurbishments and communications
- A strong connection with the wider community, e.g. golf course and dog trials.

FINANCIAL AND BENCHMARKING

- Strong financial performance driven by a focus on land optimisation, high livestock productivity and investments in key productive infrastructure – water, subdivision and fertiliser
- Excellent use of benchmarking
- Three year rolling financial plan
- Capturing the market premium from beef marbling scores
- Decisions are made on the basis of comprehensive cost-benefit analysis.

FEED PRODUCTION

- Excellent focus on information, e.g. feed budgeting and testing of supplements, to support planning and action
- Decisions on issues such as crops, use of N, livestock policies are driven by comprehensive farm maps especially soil types and land use capability
- Major investment in subdivision has enabled easier management.

ANIMAL PERFORMANCE

- Decisions are driven by information and impacts on financial performance, e.g. linking returns from hogget mating to increasing costs of nitrogen, use of condition scoring to manage mobs, culling ewes in-wool, target liveweights
- Stock performance is driven by optimising feed intake and feed quality
- Flexible breeding programme depending on age class of stock
- Strong relationship with Alliance and Awhina Group – top performers
- Optimising returns with beef marbling
- Strong focus on genetics, in particular FE resistance.



»» Wi Pere Trust

HUMAN RESOURCE AND HEALTH AND SAFETY

- Comprehensive bespoke programme for training
- Real-time entry of hazards
- Team approach to staff development with clear processes in place.

ENVIRONMENT / SUSTAINABILITY

- Farm environment plan drives decisions on land use including retirement, nutrient budgeting, forestry, riparian planting
- Taking a landscape approach to decision making
- Excellent focus on building biodiversity corridors through the property.

INNOVATION

- Wide range of innovations in place across the business – clover over-sowing on non-cultivable land, use of farm maps and GPS, weed trails, reporting structure for health and safety.

GENERAL / OTHER COMMENTS

- Very strong team leadership from the Board through to the farm team and external advisors
- The focus on continuing the values and leadership established by Wi Pere
- Decisions are based on comprehensive data including detailed farm maps and financial benchmarking
- On-going investment in productive assets that further enhance the sustainability of the business
- Strong focus on health and safety and training.



Hoggets and cows on rotation



»» Wi Pere Trust

DIRECTORY

Tribal affiliation: Te Aitanga-a-Mahaki me Te Whanau-a-Kai

Number of owners: 545

TRUSTEES

Alan Haronga, *Chair*
Kingi Smiler
Jason Lardelli
Trudy Meredith
Hector Pere
Te Hira Pere, *Pou Tikanga*

FARM ADVISORS

Chris Torrie, *Trust Secretary,
Accountant and Business Advisor*
Dr Gavin Sheath, *Farm Systems*
Lachie Grant, *Environment and Land Use*
Don MacColl, *Animal Production*
Ian Ruru, *Mauri Compass Advisor*

STAFF

Tim Rhodes, *General Manager*
Murrie Gordon, *Infrastructure and Machinery Manager*

Otara Station

Glenn Tomlinson, *Farm Manager*
Tom Nimo, *2IC*
Hannah Hutchison, *Shepherd*
George Nehoff, *Shepherd*
Renata Houkama, *Fencer/General*
Gregg Flett, *Fencer/General*

Tangihanga Station

Stew Powell, *Farm Manager*
Max Hornblow, *2IC*
Lily Feehan-Kosijer, *Shepherd*
Billy Koia, *Fencer/General*

Wi Pere Finishing Farm

Buck Kimber, *Farm Manager*
James Thomas, *2IC*
Brett De Clifford, *Shepherd*
Kim De Clifford, *Fencer/General*

FARM DESCRIPTION

Wi Pere Trust has three separately managed farms that are fully integrated. All three farms are generally summer dry.

Otara Station is 2,573ha of Class 3 steep hill country located at 285 Whatatutu Road, Gisborne.

Tangihanga Station is 1,420ha of mainly Class 3 steep hill country located at 811 Lavenham Road, Gisborne.

Tangihanga Finishing Farm is 870ha which is a mix of Class 3 and 4 hill country and alluvial flats located at 811 Lavenham Road, Gisborne.

Combined the farms winter around 33,000 sheep (this can vary with winter trade lamb numbers) and 4,500 cattle.



»» Wi Pere Trust

GOVERNANCE AND STRATEGY

VISION

Nurturing the Wi Pere legacy for current and future generations with the overarching philosophy of kaitiakitanga.

PURPOSE

Wi Pere Trust will fulfil its owner's aspirations through the cultural, social, environmental and economic development for its whanau.

VALUES

Value	Behaviour	Outcome
Kaitiaki	Actions that will protect, nurture and grow our people and our environment	Resilient people and sustainable resources
Communication	Effective two-way exchange of information that is accurate, complete and timely	Informed and effective teams
Integrity	Actions are dependable, respectful and truthful	Trusted relationships
Excellence	Be the best, by being passionate, proud and exceeding expectations, providing a safe workplace and being an employer of choice	Reward for everyone
Enjoyment	A positive happy work environment that builds confidence and achievement	Work-life balance

STRATEGIC PLAN

The Trust reset its Strategic Plan in 2010, reviewing how to optimise returns from our whenua and consider what were the most appropriate land use activities and markets. The review determined we should pivot away from growing grapes on our best lands and dispose of our investments in wine, and redirect investment into high value horticulture export crops such as Gold kiwifruit, Rocket apples, and blueberries. Secondly, that major investment was required to improve returns on our sheep and beef business by raising our people capability, boosting productivity, improving farm infrastructure, securing access to more water resources and improving our business processes.

Medium Term Goals (5 – 10 years) for Wi Pere Trust are:

- Benchmark our business and be ranked in the top quartile in our region.
- Integrate our two land blocks at Tangihanga and Otara and operate as 'one farm'.
- Improve productivity by investment in training our people and better utilising productivity tools.
- To have and implement detailed Land Environment Plans for each farm to guide best land use and farming practices to build resilient and sustainable resources.
- Secure access to water and water storage for irrigation.
- Invest and upgrade infrastructure in fencing, roads and tracks, yard facilities and houses.
- Continued investment in educational scholarships and whanau leadership.
- Continued support of marae and community activities.
- Paying annual and growing dividends to shareholders.



»»» Wi Pere Trust

GOVERNANCE

In 2017 the legislative changes to the Wi Pere Trust Act now provide for the following:

- The establishment of a Trust Board where the Board members are not personally liable.
- The appointment of five whanau members for a period of five years and up to two independent members.
- The five whanau members are nominated and voted on by the shareholders.
- Every year one of the members retires by rotation.
- The independent members are appointed by the Board.

With the current Board's mix of skills and business experience it has not been necessary to appoint independent directors. We have however, appointed expert advisors on specialist matters in our business. Current advisors are Dr Gavin Sheath, Don MacColl, Lachie Grant and Ian Ruru. We had previously appointed a business advisory group chaired by Dr Gavin Sheath while the sheep and beef business implemented the strategic plan set in 2010. This was disestablished in 2018 once it had been substantially completed.

All Board members have attended appropriate induction and training programmes over the years and ongoing development is encouraged. The Trust also has an annual scholarship programme for our rangatahi and we are confident that within our whanau we have the leadership and business skills to govern our business.

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

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

- Providing detailed Annual Report and Audited Financial Accounts to all shareholders which are reviewed and approved at the Annual General Meeting; 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.
- Quarterly newsletters on key business and whanau activities provided to all shareholders.
- Shareholder open days held on the farm every two years.
- Wi Pere whanau reunions scheduled every decade, with attendance usually around 1,500 – 2,000 people.
- Engagement with shareholders through Facebook and the website.



Tangihanga Farm and Finishing Farm with Gisborne in the background



»»» Wi Pere Trust

SWOT ANALYSIS

Strengths

- Governance
- Supportive partners
- Longevity/intergenerational
- Staff
- Management systems
- Good resources
- Financially stable/strong balance sheet
- Location
- Good infrastructure
- Water storage for irrigation.

Weakness

- Summer dry/droughts/floods
- Limited flat stock finishing areas
- Availability of experienced staff
- Generally, commodity price takers
- Weeds.

Opportunities

- Growth
- Diversification
- Partnerships with like-minded organisations
- Strengthening relationships with those in the value chains
- Resource management reform and climate change
- Grow our brand to ensure we are the employer of choice.

Threats

- Pandemics such as Covid-19
- Market volatility
- Rising costs
- Climate change
- Global warming
- Biosecurity breaches
- Global political instability (Russia/Ukraine/China)
- Legislation
- Lack of young people coming into agriculture.



Riparian planting on Finishing Farm



»» Wi Pere Trust

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

Goals

- Continual support of Te Rongopai Marae and community activities.
- Continual investment in education, scholarships and whanau leadership.
- Continue to pay and grow dividends to shareholders.

Marae Support

- Provide help and financial support to major renovation projects and grant applications – \$170,000 over the last two years.
- Provide financial support through paying annual fixed costs such as insurance and fire monitoring charges – current annual grants \$35,000.
- Ground keeping services e.g., lawns and spraying.

Ngā Tikanga Māori

- Taking a leadership role in forming a Māori stakeholders' group, the Tairawhiti Whenua, representing 42 land blocks and 143,000 hectares to ensure there is a collective voice when dealing with local and central authorities, lobby groups etc in matters such as Resource Management Act reform and climate change.
- Working with Ian Ruru from Te Aitanga-a-Mahaki tribal organisation to implement the Mauri Compass and Mahinga Kai compulsory values in Te Mana o Te Wai.
- Commissioned Ian Ruru to do an ecology report on the Waipaoa river to ensure our water storage and irrigation projects will not negatively affect the mauri of the Waipaoa river.
- Cultural sites and sites of significance are mapped.

Community

- Host public field days in conjunction with AgResearch and Ravensdown sharing what we have learnt on our research projects.
- General Manager sits on the committee for Waipaoa Cadet Training Trust and Turanga Ararau Tairawhiti Farm Cadets.
- Participate in the gateway project – allow students to come out on-farm to learn practical skills and run practical demonstration stands at career expos promoting farming as a career.
- Host the Whatatutu dog trials and Poverty Bay Hunt Club.
- Waikohu Golf Club is located on-farm – this is a nine-hole golf course open to the public.

Wi Pere Whanau

- Education grants for school and tertiary education – annual grants \$70,000.
- Tangihanga, kaumatua grants and sponsorship.
- Offer summer internship for two school leavers or high school children to get a taste of farming.
- All employment opportunities are sent to whanau through Facebook and our email tree before publicly advertising.
- Pay annual dividends – annual payment \$610,000.
- Over the last 12 years the Trust has distributed \$5,850,000 on all of these whanau activities.



»»» Wi Pere Trust

FARM DATA AND FINANCIAL DATA

FARM DESCRIPTION

Total area ha	6,770
Effective grazing ha	4,890
Subdivision	654 paddocks, 2ha to 98ha
Water supply	Reticulated trough water system supplies water to 90% of the farms. The water is pumped to high points via automatic pump stations then gravity fed.
Contour	Steep 4,159ha Medium hill 370ha Flat 364ha Forestry 316ha Native reserve 145ha Riparian planting 34ha Bush, scrub wet land etc 1,382ha Total 6,770ha
Pasture	The hill pastures consist mainly of low fertility species with low content of clover and ryegrass. Recently 82ha of hill land has been over sown with small-medium leafed white clover. On 364ha of flat land, pastures are a mix of plantain/clover on a 3–4 year rotation or the ryegrass/clover is on a 3–6 year rotation.
Fertiliser applied for year kg/ha	During the 2020/21 season, 1,162 tonnes of mostly superphosphate was applied. Rates range from 180kg to 500kg/ha depending on land management units.
Seasons rainfall mm	2020/21 season 870mm
NIWA 10 year rainfall mm (nearest location)	1,086mm
Olsen P	Range from 4 on the steep poor producing land to 74 on the high producing flats. Average 26.2.
Soil pH	Ranges from 5.2 to 7.0. Average 5.8.



»» Wi Pere Trust

LIVESTOCK SUMMARY

Opening Stock Numbers	2018-19	2019-20	2020-21
SHEEP			
MA Ewes	14,541	14,504	13,728
2 Tooth Ewes	5,011	5,371	5,348
Ewe Hgts	8,386	5,898	5,956
Ram/Trade Hgts	2,820	6,195	6,001
Rams	278	242	241
Other	298	150	169
Total	31,334	32,360	31,443
Total Sheep SU (SSU)	27,827	28,640	27,757
CATTLE			
MA Cows	923	1,582	932
IC R2 Hfrs	210	167	134
Dry R2 Hfrs	276	288	320
R1 Hfrs	406	433	509
R1 Bulls		47	72
R2 Bulls	1,090	1,092	1,211
MA Bulls		5	3
R1 Steers	479	432	595
R2 Steers	439	448	399
MA Steers		10	40
Breeding Bulls	35	30	38
Total	3,858	4,534	4,253
Total Cattle SU (CSU)	18,679	22,369	20,449
Dairy Grazers SU			
Deer SU			
Total SU	46,506	51,009	48,206
Sheep/Cattle Ratio %	60/40	56/44	58/42



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FINANCIAL AND PHYSICAL SUMMARY

All entrants accounts and supporting data were analysed using Beef + Lamb NZ Ltd's 'Yardstick' benchmarking resource to create three years of data and identify trends.

B+LNZ Class 3 Eastern North Island	2018-19	2019-20	2020-21
PHYSICAL SUMMARY			
Effective Area	4,893	4,893	4,893
Stocking Rate per Ha (SU)	9.5	10.4	9.9
Labour Units	15.6	15.6	15.6
Total SU's Lbr Unit	2,981	3,270	3,090
Lambing % (Excl. Hgts)	146.5%	149.6%	149.4%
Total Lambs Breed	31,376	32,266	31,614
Lambs breed from Hoggets	1,954	1,805	2,336
MA Cow Calving %	89.8%	90.1%	91.7%
R2 Hfr Calving %	84.8%	88.0%	88.1%
MA Cow + R2 Hfr Calving %	88.7%	89.8%	90.8%
Adult Sheep D&M	4.7%	6.1%	4.7%
Adult Cattle D&M	1.2%	2.0%	0.8%
Dairy Grazer D&M	N/A	N/A	N/A
Sheepmeat Production Kg per Ha (CW)	111.7	119.0	114.8
Beef Production Kg per Ha (CW)	76.2	81.6	91.1
Wool Production Kg per Ha	28.5	26.8	33.8
Net Production Kg per Ha	216.4	227.4	239.7
Fertiliser Kg per Ha	210	278	238
Lime Kg per Ha		13	
FINANCIAL SUMMARY			
GFR/Ha	\$1,374.53	\$1,407.70	\$1,281.80
FOE/Ha	\$800.40	\$824.51	\$862.30
FOE as a % GFR	58.2%	58.6%	67.3%
EBITRm/Ha	\$500.07	\$509.04	\$337.08
EBITRM per Kg of production	\$2.31	\$2.24	\$1.41

Notes

Breeding % is calculated using survival to sale

GFR = Gross Farm Revenue

FOE = Farm Operating Expenditure

EBITRm = Earning Before Interest Tax and Rent less wages of Management

Highlighted Cells = Industry agreed RMPP Key Performance Indicators



»»» Wi Pere Trust

SHEEP AND BEEF FARM SURVEY BENCHMARKING

We are using the B+LNZ Economic Service survey data to benchmark entrants. The 2019-20 year compares each entrant to the Mean and top 20% of farmers in their farm class ranked by Earnings Before Interest, Tax, Rent and managers salaries (EBITRm). The 2019-20 year is the mid year off 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.



Wi Pere Trust, 2019-20 Eastern North Island - Farm Class 3

Farm Class 3, 2019-20	Unit	Mean*	Top 20%*	My farm
Income		per hectare	per hectare	per hectare
Sheep	\$	\$559.77 ▲	\$645.27 ▲	\$834.24
Wool	\$	\$36.08 ▲	\$22.19 ▲	\$44.08
Total sheep	\$	\$595.85	\$667.46	\$878.32
Beef	\$	\$273.24 ▲	\$475.60	\$443.68
Non-dairy grazing	\$	\$1.20	\$2.16	
Dairy grazing	\$			
Deer & velvet	\$	\$16.54	\$77.30	
Cash crop	\$			\$62.62
Other farm income	\$	\$16.50 ▲	\$8.77 ▲	\$23.07
Gross Farm Revenue (GFR)	\$	\$903.32 ▲	\$1,229.39 ▲	\$1,407.70
GFR per labour unit	\$	\$348,230 ▲	\$491,164 ▼	\$441,530
GFR per SU	\$	\$108 ▲	\$134	\$135
Expenses		per hectare	per hectare	per hectare
Wages (excluding manager)	\$	\$81.32 ▼	\$70.89 ▼	\$118.00
Animal health	\$	\$42.67 ▼	\$51.86 ▼	\$57.51
Weed & pest	\$	\$13.62 ▼	\$12.74 ▼	\$32.34
Shearing	\$	\$46.07 ▼	\$32.14 ▼	\$86.72
Fertiliser	\$	\$105.42	\$129.20 ▲	\$109.02
Lime	\$	\$7.84 ▲	\$10.13 ▲	\$2.91
Seeds	\$	\$4.66 ▼	\$2.21 ▼	\$30.70
Vehicles & fuel	\$	\$28.42 ▲	\$27.67 ▲	\$24.27
Electricity	\$	\$6.86	\$5.29 ▼	\$7.50
Feed & grazing	\$	\$15.77 ▼	\$3.97 ▼	\$107.62
Cultivation & sowing	\$	\$8.47	\$13.31	
Repairs & maintenance	\$	\$82.13 ▼	\$100.30 ▼	\$111.26
Irrigation	\$			\$13.81
Freight	\$	\$7.73 ▲	\$8.95 ▲	\$3.88
Administration	\$	\$29.91 ▼	\$17.46 ▼	\$64.74
Other expenses	\$		\$0.00	\$9.94
Farm Working Expenditure (FWE)	\$	\$489.49 ▼	\$494.26 ▼	\$780.23
FWE ratio - as percentage of GFR	%	54.2	40.2 ▼	55.4

*Benchmarking data is ranked by EBITRm per hectare



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Wi Pere Trust, 2019-20 Eastern North Island - Farm Class 3

Farm Class 3, 2019-20	Unit	Mean*	Top 20%*	My farm
		per hectare	per hectare	per hectare
Insurance & ACC	\$	\$16.56	\$14.00	\$17.60
Rates	\$	\$19.98	\$19.98	\$26.68
Farm Operating Expenditure (FOE)	\$	\$526.03 ▼	\$528.24 ▼	\$824.51
FOE Ratio - as percentage of GFR	%	58.2	43.0 ▼	58.6
Interest	\$	\$54.57	\$43.62	
Rent	\$	\$28.15 ▲	\$50.77 ▲	\$7.51
Depreciation	\$	\$36.84	\$36.66	\$74.14
EBITRm	\$	\$310.47 ▲	\$623.76 ▼	\$509.04
EBITRm per kg of production	\$	\$1.92 ▲	\$3.01 ▼	\$2.24
Farm Profit Before Tax (FPBT)	\$	\$227.75 ▲	\$529.36 ▼	\$428.99

*Benchmarking data is ranked by EBITRm per hectare



In lamb 2-tooth ewes on rotation



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BUSINESS MANAGEMENT

KEY GOALS

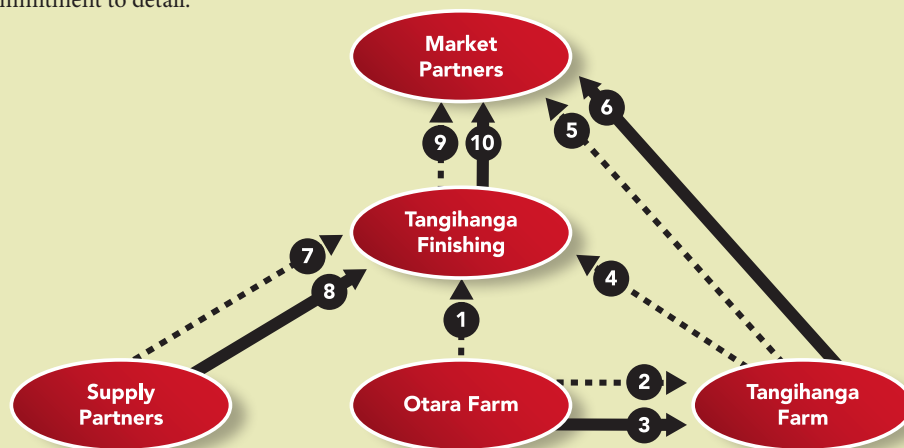
- Integrate and operate our two land blocks at Tangihanga and Otara as 'one farm'.
- Benchmark our business to be ranked in the top quartile for our region.
- Develop and implement disciplined planning and operating systems.

ONE FARM INTEGRATION

Prior to 2010, Tangihanga and Otara operated completely independent of each other. Integration of these two farms aimed to optimise the use of the various land classes that existed on the properties. As a result, the Tangihanga block was split into a breeding farm and a finishing farm and the Otara block was dedicated as a breeding farm. Now we have three farms that are managed separately, but fully integrated from a livestock production perspective. The benefits of this integration have been huge, as we now have the right stock on the right class of land.

This integration experienced three key challenges during the transition:

- Cultural change – changing from two individual teams into three teams that operate as one big team. It took staff quite a while to understand that each farm relies on the other. For example, if stock is not delivered on time to specification to Tangihanga Finishing Farm, then the Finishing Farm can't deliver to our market partner on time and to specification.
- The development of farm systems, operating procedures, manuals and in-house training covering the five key enablers: PeopleCare, StockCare, FeedCare, ResourceCare and BusinessCare. We refer to these programmes as the 'Wi Pere Way'.
- The staffing of Tangihanga Finishing Farm which required specialist skills, accuracy in management and a commitment to detail.



Numbers represents stock flow; dotted lines represent sheep; solid lines represent cattle.

Otara Farm is the main breeding farm

- 1 All the male lambs go to the finishing farm at weaning and cull ewe lambs and hogget lambs in autumn.
- 2 Replacement ewes and ewe hoggets to Tangihanga Farm.
- 3 Steer calves and cull heifer calves to Tangihanga Farm for finishing.

Tangihanga Farm is a terminal sheep breeding and prime cattle finishing farm

- 4 Lambs that aren't finished at weaning go to the finishing farm from weaning until March.
- 5 60% of the lambs are finished at weaning and go directly to our market partner.
- 6 Prime steers and heifers are finished at 24 to 30 months and sold to our market partner.



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Two year fattening steers

Supply partners

- 7 Trading lambs are sourced through the Awhina Group and on the open market.
- 8 The Trust has formed agreements with three supply partners who supply bull beef animals for finishing. This enables us to have certainty over supply, ability to influence the genetics and reduce the bio security risk that comes with trading stock.

Tangihanga finishing farm finishes lambs and bulls

- 9 Lambs are finished 12 months of the year and then sold directly to our market partner.
- 10 Bulls are finished and sold to our market partner in November and December each year.

Market partners

Wi Pere Trust has established criteria to evaluate its market partners and they are benchmarked on performance every year. If a change is to be considered, a tender process is run with all major processors. This has occurred twice over the last 12 years.

Currently, our sheep meat and prime beef are sold to Alliance via the Awhina Group. The Awhina Group supply 115,000 lambs from 20 suppliers and 4,300 cattle from 11 suppliers. Each year, the Awhina Group benchmarks the performance of its members. Last year Wi Pere Trust ranked first for both lambs and prime beef supplied. Our manufacturing beef is sold to ANZCO which has the capacity to kill our bulls over a two-month period.

Annual business planning and budgeting

Business plans are prepared each year and require approval by the Board. These plans are critical in translating the Strategy into clear targets, accountabilities, and timelines for the five key management areas. KPIs for each of these areas are:

- People – training plans for each employee are in place and health and safety responsibilities are identified.
- Production – target that include 300kg of meat and fiber per ha, breeding percentages, weaning weights, hogget mating numbers and deaths/missing.
- Markets – timing of supply and prices received for each livestock class.
- Feed – fertiliser plans, crop and pasture renovation plans, feed budgets and grazing plans.
- Financial – gross farm income, costs related to drivers of production, enabling costs, admin, and depreciation to arrive at an economic farm surplus of \$500+/effective ha.

Criteria for new investments

All new investments and major capital work programmes require Board approval and proposals typically include the cost, payback period, benefit and risks, return on investment and timetable. All projects are included in a three-year rolling cashflow forecast of current and proposed investments to assist in capital allocation decisions.



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FEED PRODUCTION

GOALS

- To improve the quantity of and quality of pasture produced.
- To improve utilisation of available feed.

All three farms have a huge variation in soil type, aspect and slope and consequently, annual pasture production varies from 3.5 – 12.0 t DM/ha. Given this variation, the objective is to get the best economic return from each land class through improved pasture quantity, quality and utilisation.

LAND AND SOIL MANAGEMENT

Each farm has been split into seven Land Management Units (LMU) based on Land Use Capability (LUC) mapping. Soil fertility targets are set for each LMU which vary depending on the production and utilisation potential. Annual maintenance phosphate inputs ranges from 10 to 30 kg/ha and is fine-tuned by annual soil testing.

We are a Focus Farm for Ravensdown's PGP programme developing variable rate technology and proof of placement. We use this technology when applying nutrients.

PASTURES

Dry land flats make up 4% of the effective area with the forage rotation varying between the pumice flats and silt flats. The pumice flats are on a 3 – 4 year plantain-clover rotation and the silt flats are on a 3 – 6 year ryegrass-clover rotation. Forage crops are used as an autumn buffer feed for calves and when there are weed challenges.

The irrigated block makes up 4% of the effective area and operates under a combination of pivot and gun irrigation. The pasture is predominately a hybrid ryegrass, red and white clover mix operating on a 3 – 6 year rotation. Cash crops are used as part of the rotation as this allows us to control California thistles which become a problem after 4 – 5 years.

More recently, 80ha of semi-improved hill country pasture has been over sown with small and medium leafed white clover to improve legume content. This has proved to be very successful and the future target is to do 40 – 50ha annually.

There is an ongoing challenge with thistles and reverting kanuka scrub. TrackMap technology is used to identify thistle areas early, which enables us to use non-volatile chemicals, this provides a better kill and causes less damage to pastures.

Other weed challenges are blackberry, kikuyu, Bathurst burr, barberry and woolly nightshade. We have an annual plan for each species.

FEED MANAGEMENT

Farmax is used for setting our annual livestock and feeding policy. Based on the LMU assessments for each farm, FarmIQ is used for setting seasonal feed budgets. Seasonal grazing plans are developed based on these budgets and pasture covers are used to monitor the plan.

A silage inventory of 1,100 tonne is maintained for coping with drought conditions and tactical nitrogen is used in the autumn and winter if required.



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ANIMAL PRODUCTION

GOAL

- To get the best return from our genetic investment.
- To match feed demand with supply to ensure optimal animal nutrition.
- Higher sale weights and less time on-farm through improved live weight gains.

Over the years, we have invested in highly fecund, facial eczema tolerant Coopworth genetics and high marbling Angus genetics. We utilise the StockCare programme to ensure that a robust animal health and nutrition plan is in place.

SHEEP PRODUCTION

Breeding Ewes

Otara Farm has the main breeding flock of 12,500 ewes which produces around 19,500 lambs weaned at an average weight of 28kg. Up to 50% of the hoggets go to the ram if the season allows. Around 1,000 lambs are finished at weaning with the remaining male lambs, hogget lambs and surplus ewe lambs going to the Finishing Farm. Otara supplies hoggets and five-year ewes to Tangihanga for replacements.

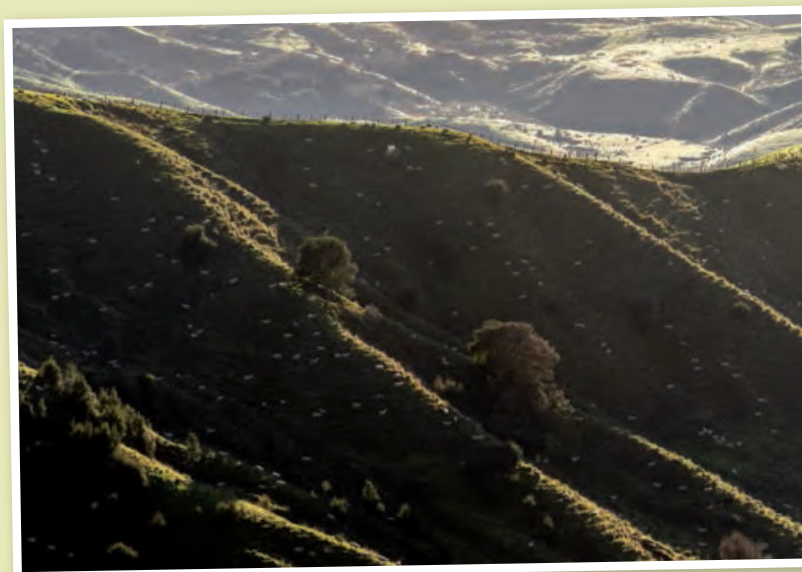
Tangihanga Farm has a terminal flock of 7,500 ewes producing 11,000 lambs weaned at an average weight of 31kg. Around 6,000 [55%] of the lambs are finished at weaning with the remainder going to the Finishing Farm.

Finished Lambs

The Tangihanga Finishing Farm target is to finish a total of 25,000 lambs of which 20,000 are our own bred and 5,000 are bought depending on the season. We target 17kg carcass weight (CW) at weaning, 19 kg CW for the main seasons' lambs and 22kg CW for winter lambs.

Wool

Wool is currently sold through PGG Wrightsons. Contracts are utilised when available.



MA ewes on rotation



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CATTLE PRODUCTION

Breeding Cows

The main herd at Otara consists of 1,000 cows which are bred to Angus bulls. When selecting these bulls, we target moderate growth and high inter-muscular fat genetics. At Tangihanga, the cull and old cows are bred to a Simmental bull. Calving averages 90% and average calf weaning weights range from 180kg to 220kg depending on the season and weaning dates.

The R1 heifers at Otara are mated and average 87% calving.

Prime Cattle

450 steers are finished at 24-30 months of age at carcass weights of 300 to 320kg. There are normally 250 surplus heifers finished at an average carcass weight of 265kg. The prime cattle are finished at the Tangihanga Farm.

Bull Finishing

The bull trading enterprise on Tangihanga Finishing Farm finishes between 1,000 and 1,200 bulls annually. We have arrangements with partners who supply store bulls annually. The bulls come from our suppliers in the spring at around 300kg and get sold the following spring at 600kg through ANZCO supply contracts. The performance target is 0.7kg/day for every day they are on-farm.

KEY MANAGEMENT FACTORS

To achieve high performance from breeding stock, body condition scoring and tail end management is carried out throughout the year. Careful feed planning and the use of tactical nitrogen is used to ensure adequate nutrition during lactation. For finishing stock, the emphasis is placed on providing high quality feed, disciplined feed planning and disciplined weight monitoring.

ANIMAL HEALTH AND WELFARE

An animal health plan is prepared annually as part of the StockCare programme and local vets then help implement the plan. Facial eczema, viral pneumonia/pleurisy and parasite resistance are the biggest challenges that we face.

Regular faecal egg counts are carried out and every three years a full drench reduction test is done on each farm.



Sheep scanning at Otara



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Sheep and Cattle KPIs and Total Production

Set out below is a summary of key KPIs for sheep and cattle for 2019 to 2022 with a comparison with our performance in 2010.

SHEEP KPIs						
Criteria	2010 actual	2019 actual	2020 actual	2021 actual	2022 actual	KPI targets
Maternal lamb %	115	151	157	152	153	150
Terminal lamb %	114	146	146	148	147	145
Maternal weaning weight	24 kg	28 kg	26 kg	27 kg	27 kg	30 kg
Terminal weaning weight	28 kg	30 kg	30 kg	32 kg	32 kg	33 kg
Lamb number finished	16,800	24,500	28,000	23,000	22,580	30,000
Summer lamb carcass weight	16 kg	18.2 kg	18.4 kg	18.8 kg	19.3 kg	21 kg
Winter lamb carcass weight	18 kg	21 kg	23 kg	22.2 kg	23 kg	25 kg

CATTLE KPIs						
Criteria	2010 actual	2019 actual	2020 actual	2021 actual	2022 actual	KPI targets
Calving %	85	90	90	90	90	90
Weaning weight	165 kg	210 kg	200 kg	185 kg	215 kg	220 kg
Prime steers number finished	Nil	425	417	360	489	550
Prime steer carcass weight	Nil	317 kg	318 kg	311 kg	300 kg	320 kg
Bull number finished	1050	1070	1092	1278	880	1100
Bull carcass weight	280 kg	309 kg	301 kg	295 kg	302 kg	315 kg

TOTAL PRODUCTION KG MEAT PRODUCED						
Criteria	2010 actual	2019 actual	2020 actual	2021 actual	2022 actual	KPI targets
Beef production	199,000	370,000	400,000	450,000	460,000	470,000
Sheep production	246,000	545,000	585,000	550,000	575,000	600,000
Total production	445,000	915,000	985,000	1,000,000	1,035,000	1,070,000



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HUMAN RESOURCE AND HEALTH AND SAFETY

GOALS

- To improve productivity by investment in training our people and better utilising productivity tools.
- To have happy, motivated and highly skilled people.
- To be the employer of choice and recognised as a place where people can grow their career through education, practical on-farm training and clear career pathways.

LEADERSHIP AND COMMUNICATION

Wi Pere values drive our culture and are regularly referred to by staff.

Managers have formal meetings each month and informal meetings on a two-weekly basis. Each farm has a formal monthly meeting and a weekly tool box meeting involving all staff.

STRATEGIES



RECRUITMENT

When a position becomes available, internal staff who are capable or who have the attitude to upskill quickly are considered first. The position is then advertised to the Wi Pere whanau. BDO HR services are used to recruit senior positions. Networks like the Awhina Group and the Waipaoa Cadet Training Trust are also used when recruiting.

Job descriptions, employment agreements, farm fact sheets and a farm tour are part of the recruitment process as it is vital that candidates understand our business, our values and what will be expected of them.

CAPABILITY AND PERFORMANCE

Formal capability and performance assessments are held annually. Part of this assessment is to identify any capability gaps and put in place an appropriate training programme. The aim is to ensure that the training benefits both the employee and the business. A six-month review is also undertaken to assess progress.

Staff are encouraged and supported to do Eastern Institute of Technology courses. Managers and 2ICs are encouraged to do Level 4 and 5 and shepherds to do Level 3 and 4. The Trust will pay for the course if the employee passes. Specific in-house training programmes such as StockCare, feed budgeting, feed planning and people management some of which are provided by our rural professionals.



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DESIRABLE WORKPLACE

All the tools and gear are in place for employees to do their jobs well. Maintenance and renovation programmes for the houses are in place to ensure they are modern and comfortable.

360-degree reviews are held annually and exit interviews are used to monitor our performance.

HEALTH AND SAFETY

Health and safety is all about culture. Wi Pere Trust wants to make sure everybody gets home safely each night. Beef + Lamb NZ's farm safety management plan is used. New staff are inducted into the plan on their first day and refresher sessions are held for all staff throughout the year.

In addition to this plan, there is a drugs and alcohol policy and a bullying and harassment policy. Any non-compliance is taken seriously and treated as serious misconduct.

FarmIQ is used to hold and maintain the risk register and record incidents and near misses, employee training and minutes of monthly health and safety meetings. In addition to the monthly meetings, we hold weekly tool box meeting and cover any new hazards and risks.

WI PERE BRAND

The Wi Pere Brand signifies who we are and what we do. Wi Pere strives to be a good place to learn and work.

RURAL PROFESSIONALS

Wi Pere Trust has a management group which meet three times a year. The management group helps the General Manager and Farm Managers in all aspects from practical farming advice through to business planning. The people who work in this group are experts in their fields. Currently we have: Chris Torrie – Trust Secretary, Accountant and Business Advisor; Dr Gavin Sheath – Farm Systems; Lachie Grant – Environmental and Land Use; Don MacColl – Animal Production and Ian Ruru – Mauri Compass.



Mangatoria Valley, Finishing Farm



»» Wi Pere Trust

ENVIRONMENT AND SUSTAINABILITY

GOALS

- To fulfil our vision “to nurture the Wi Pere legacy for current and future generations with the overarching philosophy of kaitiakitanga”.
- To have and implement detailed Land Environment Plans for each farm to guide best land use and farming practices to build resilient and sustainable resources.

LAND ENVIRONMENT PLANS

These plans cover the following:

- **Land resources**

The aim is to identify the best land use across all landscapes and ensure soil physical and chemical health is being maintained or improving. Land resources under both pastoral farming and forestry regimes should not be degraded by farming practices/activities. KPIs are matching land use with land type, monitoring soil health, weeds and water use efficiency.

- **Water quality**

The aim is to have water quality that leaves Wi Pere farms as good as or better than when it enters the property. KPIs include compliance to national and regional regulations and management of critical source areas identified on the farms.

- **Climate change**

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

- **Biodiversity**

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

STRATEGIES AND ACTIONS TAKEN TO DATE

1. Land resources

- Detailed farm mapping is used to identify the different land use capability and Farmax farm systems modelling is used to determine best land use.
- A minimum of 300 poplar poles are planted annually to reduce erosion and sequester carbon; Wi Pere has its own nursery.
- Currently, 315ha is in forestry and 125ha has been retired to reduce erosion and sequester carbon. There are plans in place for a further 300ha of forestry and another 60ha of managed reversion.
- Visual soil assessments are used to monitor soil health; worm counts and crop yield measurements are also used on the arable flats.
- A chemical flow chart is used to ensure the correct chemicals are used at the correct time.
- Grazing management is used to reduce thistle emergence.
- Soil moisture budgets are used to schedule irrigation and water storage has been built to buffer drought conditions.



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2. Water quality

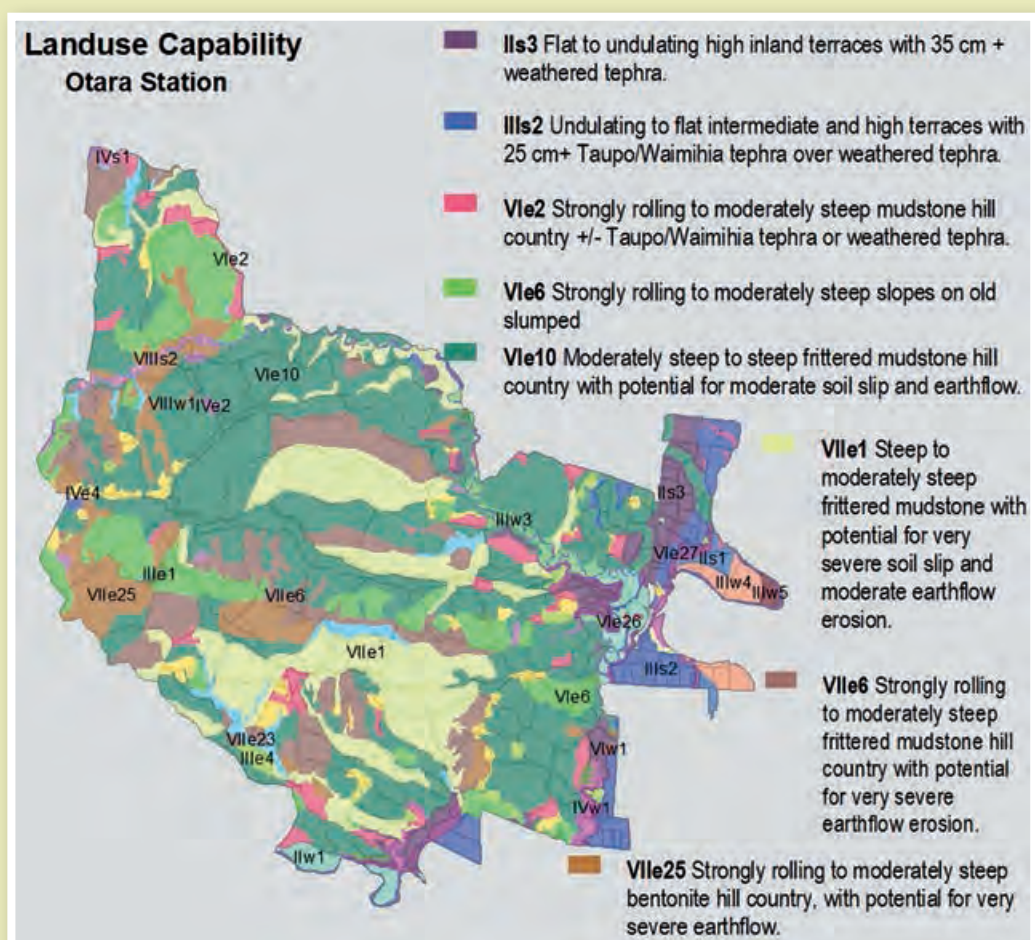
- Water quality is measured where it comes into and leaves the farm.
- 35km of water ways have been fenced and 30ha planted with natives. Planning assistance has been provided by Ian Ruru our Mauri Compass Advisor and funding assistance from the Ministry for Primary Industries Provincial Growth Fund and partnership with Te Aitanga-a-Mahaki.

3. Climate change

- Existing exotic plantings and native bush are currently sequestering carbon and further tree planting for erosion control, forestry and riparian management will increase carbon sinks.
- Council river modelling data has been used to mitigate the effects of large flood events.

5. Biodiversity

- Completed a biodiversity study to understand what fauna and flora are on Wi Pere whenua.
- Eel counts have started to establish a baseline.
- Wi Pere is part of the local council possum control programme and staff regularly cull goats, deer and peacocks.



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INNOVATION

GOAL

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

Wi Pere Trust is always looking at the best way to improve performance whether it be production, cost reduction, efficiencies, or land use. We do this through partnerships and utilising the latest and most appropriate technology.

PARTNERSHIPS

The key benefit from these partnerships is having a collective voice in policy issues and certainty around required livestock specifications.

- Founding member and current Chair of Tairawhiti Whenua group.
- Member of the MfE/MPI Nutrient Management Tool steering group.
- Supply arrangements with Alliance (via the Awhina Group) and ANZCO for processing finished livestock; and with external farmers for replacement trading stock.
- Working closely with our sheep breeder to breed desired genetics.

R&D PROJECTS

The key benefit from these projects is the transfer of up-to-date knowledge that is relevant to Wi Pere Trust's performance objectives.

AgResearch

- Legumes into non cultivable hill country.
- Improved weed control through alternative control methods.
- Thistle biocontrol using the Cassida beetle.
- Cost benefit farm systems modelling.
- Pasture growth model using contour mapping and the APSIM model.

Ravensdown

- Focus farm member for the Primary Growth Partnership programme 'Pioneering to Precision'.
- Hyperspectral soil testing.
- Variable rate fertiliser application.
- SoilScan.

INNOVATIONS USED

The key benefits of the innovations used include improved time efficiency and therefore cost savings; more accurate data collection and informed decision making; more robust planning; and detailed management systems.

- Mobile applications for irrigation scheduling, farm water reticulation monitoring, weather recording, health and safety and farm data recording.
- Communication and safety tools such as radio telephones and Personal Locator Beacons for people who work alone.
- Computer programmes such as Overseer, Farmax, FarmIQ and Figured Farm Accounting for analysis and planning.
- Electronic tools such as auto weighting systems, plate meters, EID panel readers and wands.
- Management systems for key enablers: StockCare, PeopleCare, FeedCare, BusinessCare.
- The Mauri Compass and GSI mapping for environmental planning and monitoring.



»»» Wi Pere Trust

INFRASTRUCTURE

GOALS

- Invest and upgrade infrastructure in fencing; roads and tracks; yard facilities and houses.
- Secure access to water and water storage for irrigation.

Since the reset in 2010 the capital development programmes for fertiliser, pastures and weeds totalled approximately \$1,795,000 with the majority invested during the first three years.

Individual paddock soil testing was used to develop a capital fertiliser programme to lift fertility to economic optimal levels. A pasture renovation programme was also developed to align with the capital fertiliser programme. During this time, the Tangihanga airstrip was upgraded to an all-weather strip and a new bin at Otara was built.

An intensive subdivision and water reticulation programme was created, and 110ha of drainage has been completed. Paddock numbers have increased from a total of 240 to 650 across the three farms.

A roading plan was created for the farms to improve access. Over three years, 30km was upgraded and metalled.

A new woolshed was built at Otara, sheep yards and cattle yards were upgraded and/or replaced across the three farms.

Two new manager houses were built and renovation plans were put in place for all the other houses.

Wi Pere Trust secured a 20-year water consent in 2013 and built a 250,000 cubic meter water storage pond which provides 30 days of continuous irrigation. A centre pivot covering 120ha and a hard hose gun machine covering 50ha was installed. The pond also provides water security for our high value horticulture development irrigating approximately 120 hectares of gold kiwifruit, persimmons, Rocket apples, blueberries and navel oranges.

The total cost of our capital development and infrastructure upgrade over the last 12 years totals approximately \$6,905,000.



250,000 cubic meter water storage pond on Tangihanga Finishing Farm. Dimensions are 700 meters long, 100 meters wide, 5 meters deep and a surface area of 4.5 hectares.



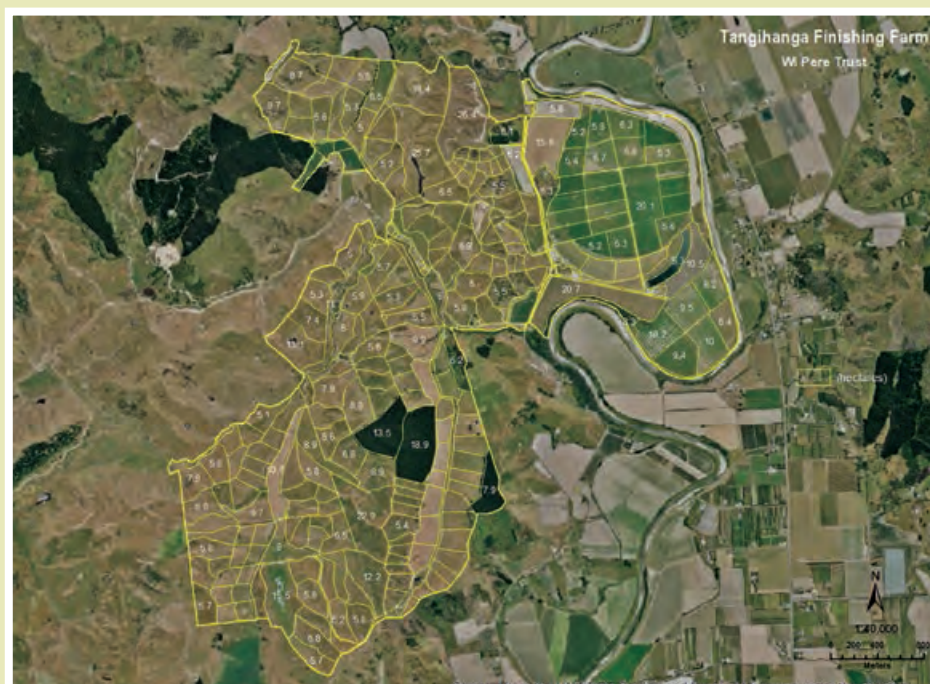
>>> Wi Pere Trust

FARM MAPS

TANGIHANGA STATION



TANGIHANGA FINISHING FARM



Wi Pere Trust

OTARA STATION





Let's make sustainable attainable

BNZ's new Agribusiness Sustainability Linked Loan

If your Agribusiness is working towards achieving environmental and social ambitions, you deserve to reap the rewards with BNZ's Sustainability Linked Loan. It's the latest step in BNZ's continued effort to support the future of Agribusiness.

For more info visit bnz.co.nz/agribusiness

Lending criteria, terms and fees apply.



FINALISTS, WHĀNAU AND SUPPORTERS CELEBRATE THE 2019 AHUWHENUA TROPHY AWARDS DINNER FOR SHEEP & BEEF FARMERS



AHUWHENUA
TROPHY



2022 AWARDS DINNER

Friday 21st October

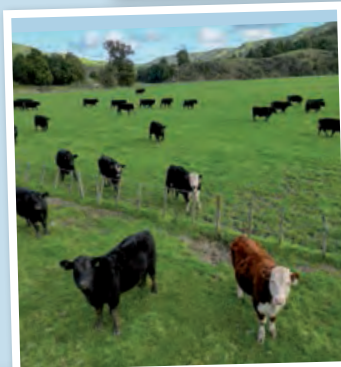
Pettigrew Green Arena, Taradale, Napier

For further details email info@ahuwhenuatrophy.maori.nz

»» Hereheretau Station

Hereheretau Road, RD6, Wairoa

Field Day: 8th September 2022



»» Hereheretau Station

FIELD DAY PROGRAMME*

9:00	Pōwhiri at Whakakī Marae, 6 Hinepua Road, Whakakī, Wairoa
9:45	Morning tea
10:35	Introduce the Programme
11:05	Farm Tour – Quads and side-by-sides only Stop 1: Land, Soil, Pastures, Crops, Feed and Environment Stop 2: Animals and People
1:45	Reconvene for History, Governance, Strategy and Community
2:40	Judges' Comments
3:00	Awards Ceremony
3:50	Refreshments

* Times are approximate

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

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

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



»» Hereheretau Station

HISTORY

Hereheretau Station is the major asset of the Māori Soldiers Trust.

The Māori Soldiers Fund was set up in 1917 as part of the efforts of Sir Āpirana Ngata among others. The fund was started with 3,800 pounds in koha for the benefit of Māori veterans of the First World War. Over time additional donations were made contributing to leasehold interests of farmland in the northern parts of Wairoa. In 1922, the lease of two Hereheretau blocks was agreed.

In 1925, the Māori Soldiers Fund purchased Hereheretau Station and the asset was vested in the Māori Trustee. The Māori Soldiers Trust Act 1957 formally established the Māori Soldiers Trust and sets out its purpose, powers and administration by the Māori Trustee.

Earnings from Hereheretau Station are transferred into the Māori Soldiers Trust Scholarship Account for distribution as part of the Sir Āpirana Ngata Memorial Scholarship programme. These scholarships are granted to Māori for higher education. In 2021, 70 successful recipients received scholarships ranging from \$1,000-\$3,000.

A key function of the Māori Soldiers Trust Committee is to determine how much money is made available each year for these scholarships. The Trust Committee includes the Minister for Māori Development (as Chair); the Māori Trustee (as Deputy Chair); and Māori Soldiers, who have served overseas, and who represent one of the Māori Land Court districts.

Hereheretau Station is coming to the end of an extensive CapEx programme and is in a strong financial position to increase its contributions to aspiring young Māori through the Māori Soldiers Fund scholarships.

Embracing the local community at Whakakī, Hereheretau Station is proactively involved in local projects, such as the restoration and protection of the Whakakī Lagoon, working alongside the local marae where possible, and supporting the local primary school in various capacities.

Today Hereheretau Station farms 122 land titles, many of which are Māori owned and under various agreements. Once inside the Hereheretau Station farming operation, best practice is implemented across the whenua with environmental wellbeing and appropriate land use at the forefront of decision making.

Governance structure and reporting are key to Hereheretau Station's ability to make sound and timely decisions as a commercial entity.



»» Hereheretau Station

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

- Clear structures in place for decision making and reporting
- Actively seeks professional expertise
- Active strategy to bring a range of land types into the business – topographies/climates – that then enable a more flexible approach to improving livestock and environmental performance.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

- Strong connection with local Whakakī community including the local marae, Lakes Trust, civil defence and local school
- Excellent support for new cadets.

FINANCIAL AND BENCHMARKING

- A strong focus on investments in productive assets is showing good gains
- Excellent Return on Capital
- Excellent utilisation of benchmarking to identify opportunities.

FEED PRODUCTION

- A strong focus on feed quality and ensuring the right feed goes to the right stock class
- Strategic crops fed out to consider environment
- Development of flats in the village – this development is also a source of pride for the local people.

ANIMAL PERFORMANCE

- Good sheep performance driven by consistent lambing percentage and a focus on key liveweight targets and appropriate genetics
- Increasing carcass weight per hectare
- Good relationship with meat processors.

HUMAN RESOURCE AND HEALTH AND SAFETY

- An innovative shepherd development programme that is widely respected in the area
- Strong team culture and focus on pastoral care
- Independent safety partner.



»» Hereheretau Station

ENVIRONMENT / SUSTAINABILITY

- Stock management designed to reduce environmental impacts – reduced pugging, appropriate stock classes on particular land types
- Fenced off waterways and bush blocks
- Strong relationship with the Regional Council
- Member of local catchment group.

INNOVATION

- Shepherds' programme
- TracMap to enable variable rate fertiliser application
- Moving to Cash Manager/ Figured.

GENERAL / OTHER COMMENTS

- The key strength is the 'why' for the farm, that is, to offer scholarships to Māori veterans and their whānau
- The focus on investing in productive assets and building diversity of landscapes which is being used very effectively
- Widespread community support for the farm as well as the farm contributing to community activities
- Excellent use of experts to support decision making.



Protected waterways and wetlands at Whakakī



»» Hereheretau Station

DIRECTORY

Hereheretau Station is unique in its ownership

MĀORI SOLDIERS COMMITTEE

Hon. Willie Jackson
Dr Charlotte Severne, *Māori Trustee*
BRIG Lisa Ferris
Julian Sewell
Kemp Solomon
Tawehi Munro
Hone Dalton

STAFF

Dick Finnie, *Manager*
James Beattie, *2IC*
Paul Te Aho, *Block Manager*
Lance Wesche, *General Hand*
Rani Holden, *Shepherd*
Brodie Taylor, *Shepherd*

FARM ADVISORS

Pete McKenzie, *Lewis Wright*
Sam Vivian-Greer, *Te Tumu Paeroa*

FARM DESCRIPTION

Owned by the Māori Soldiers Trust, Hereheretau Station is a 2,000ha sheep and beef operation located 25km north-east of Wairoa. Hereheretau Station leases a number of surrounding land blocks adding to its scale and diversity in climate and land class. In total, Hereheretau Station farms 3,480ha, 2,687ha of which is effective. 80% of the land farmed is Class 6, 7 and 8 hill country.

Hereheretau Station employs six full time staff, which includes a progressive shepherd development programme. The Farm Supervisor oversees farm operations with support from the Rural Specialist at Te Tumu Paeroa.

As Hereheretau Station comes to the end of an extensive CapEx plan, physical production and financial performance has lifted substantially, further empowering the Māori Soldiers Trust's purpose.

Farming 25,000 stock units at 55:45 sheep to cattle ratio breeding performance underpins physical production, all progeny are finished on-farm ensuring maximum value is captured inside the farm gate. Some steers and lambs are traded, exact numbers are determined by seasonal and market conditions.



»» Hereheretau Station

GOVERNANCE AND STRATEGY

VISION

The Māori Soldiers Trust

Supporting Māori in the pursuit of higher education.

Hereheretau Station

To be diligent kaitiaki of the Māori Soldiers Trust's primary asset, ensuring sufficient profits are earned to support the Māori Soldiers Trust's purpose.

STRATEGIC PLAN

Kaupapa

To continue building the capacity of the Māori Soldiers Trust to support Māori in their pursuit of higher education. This includes further strengthening our balance sheet so we are prepared and in a position to act on any future opportunities that arise.

Whenua

- Completing the remaining capital development programme.
- Maintaining a high level of physical production, while using economic and sustainable levels of inputs. We are continually refining our livestock, fertiliser and cropping policies.
- To farm appropriately on all whenua and to have landowners whose land we use be proud of how we care for it.

Kaimahi

- To put people first.
- To continue growing shepherds through the shepherd development programme, where they have support and guidance from the experienced kaimahi on-farm.
- To be broad in our approach and embrace our community.

Strengths

- Our people: we have a strong team right through both Hereheretau Station and the Māori Soldiers Trust. We are proud of who we have the privilege to farm on behalf of.
- Land class diversity and location: we have strategically built the amount of land we farm all within our community, from higher rainfall (2,000mm) hill country at the northern end of the Station through to the drier coastal sand country at Whakakī.
- We know our roles, we know our purpose, we are all passionate about what we do and who we do it for.

Weaknesses

- Limited diversity in land use options given 80% of Hereheretau Station's contour.
- Exposure to increasing prices of inputs.
- A heavy reliance on sheep meat and beef income.



»» Hereheretau Station

Opportunities

- To widen the scope and capacity of the Māori Soldiers Trust reach.
- Now that we have realised much of the potential inside the farm gate, we can start to look beyond this.

Threats

- Key person risk – it is hard to replace any of the key people in our operation.
- Business continuity; the rate of change in the primary sectors is currently very fast. We are adapting and evolving as a business in response, but the fundamentals of our industry are very different to five years ago and will be very different again in five years' time.

GOVERNANCE

The Māori Soldiers Trust Act 1957 determines our governance structure.

Appointed committee members include;

- Minister for Māori Affairs – *Chair*
- The Māori Trustee – *Deputy Chair*
- Such number of members representing each of the Māori Land Court districts.

Additional members are appointed by the Minister. They must be Māori, and be veterans or have served overseas as a member of the armed forces.

The Act vests administration of Hereheretau Station to the Māori Trustee who is able to make decisions on behalf of the Trust Committee. Exceptions are outlined in the Act.

Each year the budget is proposed to Te Tumu Paeroa and the Māori Trustee, with appropriate commentary. Any capital projects and items are highlighted including justification of how they benefit Hereheretau Station and its purpose. Once approved, the budget is monitored on a monthly basis with a revised budget tabled midway through the fiscal year. Notable deviations from the budget and associated plans require approval through Te Tumu Paeroa and the Māori Trustee, which can generally be approved inside 24 hours.

Operationally, the Act gives clear direction to where the responsibility lies for decisions of varying scope and type. Under this structure, the Hereheretau Station management team are able to make sound and timely decisions, which is crucial in the current farming environment. The multiple levels of responsibility enable us to support new people into the various roles.

We have built a strong team of rural professionals around us. They understand us, our requirements as a business and buy in to our purpose. This includes vets, fertiliser reps, contractors, agronomists, bankers, local discussion groups, and other consultants as required.



»» Hereheretau Station

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

GOALS

National

A profitable farming enterprise empowers the Māori Soldiers Trust to fulfil their purpose of supporting Māori in their pursuit of higher education. The stronger the performance, the more Hereheretau Station is able to support the Māori Soldiers Trusts purpose.

The meaning of 'higher education' within the scholarships is being considered with hopes to broaden its application.

We are engaged with the Climate Change Commission as a case study for GHG accounting in Māori agribusiness.

Local

We work alongside the Whakakī Marae whenever and however we can.

Within our own community, we were proactive throughout the restoration of the Whakakī Lagoon project.

We support our local school through hosting student learning days and various recreational activities.

Ngā Whenua Rāhui has been placed on 148ha of mature native bush, and a further 70ha is in the pipeline within the next two years.

STRATEGIES

To implement our national strategy, we have built a robust farming enterprise with suitable land use, the environment, animal welfare, and people welfare at the front of mind.

Operational Strategy

As a large-scale sheep and beef property we focus on doing the simple things right:

- The genetics in our livestock sets our potential.
- Feeding stock properly delivers that potential.
- Infrastructure allows us to manage it.
- None of the above happens without good people.



Farm Supervisor, Pete McKenzie with one of the station's horses



»» Hereheretau Station

FARM DATA AND FINANCIAL DATA

FARM DESCRIPTION

Total area ha	3,480ha
Effective grazing ha	2,687ha
Subdivision	111 paddocks Flats and easy hills range from 3 – 8ha in size Medium hills 20 – 30ha Steep hills 40 – 78ha Predominantly 8-wire post and batten fences with some 10-wire unbattened fences in the hills and some 4-wire electrics used on the flats.
Water supply	New (2019) solar assisted system in the northern hill country capable of servicing 10,000 stock units Various dams around the property Some waterways unfenced in the steeper hill country Flat country is pumped from the river and gravity fed to troughs.
Contour	190ha easy/flat 330ha medium hill 1,535ha steep hill 632ha Whakaki lease and sand predominant soils 766ha non-effective (305ha native bush, 287ha native scrub, 27ha forestry, remainder buildings and laneways).
Pasture	<i>Hills</i> Predominantly native sward in the harder hill country 120ha improved ryegrass/clover mix on steeper hills (development) 200ha of new grass/clover in the easier hill country as part of a cropping programme. <i>Flats</i> Predominantly plantain/clover used in the past Starting to include chicory; management is a bit trickier Red clover also used to fatten lambs Italian and annual ryegrasses used to break up the cropping cycle and control pastoral weeds. <i>Cropping</i> Historically, we have used high MJME forages such as red clover, chicory and plantain. As the species are less productive in winter, it does not complement our winter hogget trading. These high MJME species are also expensive to establish and maintain. <i>Crops</i> Grow up to 20ha of maize silage, yielding 400T. Plus an additional 150T of grass silage. <i>Brassicas</i> A wintering spray and play brassica cropping rotation is being used to winter sheep and as insurance against a dry summer. We don't break feed, it's too hard on our soils and nutrient leaching.



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Fertiliser applied for year kg/ha	Fertiliser applied – Tonnes				
		2018-19	2019-20	2020-21	2021-22
	Superphosphate	395.66	473.45	459.6	641.55
	Lime	310	139	87.5	56
	N-Protect/Urea	104	160.9	28	38.25
	Kg fertiliser/ha				
		2018-19	2019-20	2020-21	2021-22
	Superphosphate	147	176	171	239
	Lime	115	52	33	21
	N-Protect/Urea	39	60	10	14
	Kg of nutrients/ha				
		2018-19	2019-20	2020-21	2021-22
	Phosphorus	14.7	17.6	17.1	23.9
	Nitrogen	17.8	27.5	4.8	6.5
	Special mixes used strategically within the cropping programme have been excluded from the numbers above.				
Seasons rainfall mm	1,100mm at the woolshed 1,000mm near the coast 2,000mm in the northern hills Rainfall spread is more relevant to Hereheretau Station, we are a traditional summer dry, winter wet east coast farm.				
Olsen P	Ranges from 11 in the harder hill country to 41 on the finishing country. Average 25.				
Soil pH	Ranges from 5.7 – 6.4. Average of 5.9				



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LIVESTOCK SUMMARY

Opening Stock Numbers	2018-19	2019-20	2020-21
SHEEP			
MA Ewes	5,482	5,747	5,782
2 Tooth Ewes	2,484	2,470	2,630
Ewe Hgts	2,554	2,790	2,659
Ram/Trade Hgts	1,898	3,155	6,050
Rams	110	91	110
Other			
Total	12,528	14,253	17,231
Total Sheep SU (SSU)	11,171	12,452	14,596
CATTLE			
MA Cows	712	727	626
IC R2 Hfrs			76
Dry R2 Hfrs	290	272	247
R1 Hfrs	280	327	356
R1 Bulls			
R2 Bulls			
MA Bulls			
R1 Steers	246	321	300
R2 Steers	410	430	545
MA Steers		3	
Breeding Bulls	26	26	25
Total	1,964	2,106	2,175
Total Cattle SU (CSU)	9,501	10,123	10,356
Dairy Grazers SU			
Deer SU			
Total SU	20,672	22,575	24,952
Sheep/Cattle Ratio %	54/46	55/45	58/42



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FINANCIAL AND PHYSICAL SUMMARY

All entrants accounts and supporting data were analysed using Beef + Lamb NZ Ltd's 'Yardstick' benchmarking resource to create three years of data and identify trends.

B+LNZ Class 3 Eastern North Island	2018-19	2019-20	2020-21
PHYSICAL SUMMARY			
Effective Area	2,687	2,687	2,687
Stocking Rate per Ha (SU)	7.7	8.4	9.3
Labour Units	6.4	6.4	6.4
Total SU's Lbr Unit	3,230	3,527	3,899
Lambing % (Excl. Hgts)	130.9%	146.1%	151.9%
Total Lambs Breed	11,282	12,671	13,540
Lambs breed from Hoggets	857	662	800
MA Cow Calving %	91.3%	90.2%	89.9%
R2 Hfr Calving %			94.7%
MA Cow + R2 Hfr Calving %	91.3%	90.2%	90.5%
Adult Sheep D&M	3.1%	3.7%	4.4%
Adult Cattle D&M	1.4%	1.5%	2.0%
Dairy Grazer D&M			
Sheepmeat Production Kg per Ha (CW)	79.5	89.8	99.2
Beef Production Kg per Ha (CW)	59.1	62.4	66.4
Wool Production Kg per Ha	27.9	19.0	35.3
Net Production Kg per Ha	166.4	171.2	200.9
Fertiliser Kg per Ha	253.4	363.6	253.4
Lime Kg per Ha			
FINANCIAL SUMMARY			
GFR/Ha	\$949.78	\$1,028.82	\$1,056.35
FOE/Ha	\$706.78	\$774.38	\$622.87
FOE as a % GFR	74.4%	75.3%	59.0%
EBITRm/Ha	\$175.55	\$187.18	\$359.44
EBITRM per Kg of production	\$1.05	\$1.09	\$1.79

Notes

Breeding % is calculated using survival to sale

GFR = Gross Farm Revenue

FOE = Farm Operating Expenditure

EBITRm = Earning Before Interest Tax and Rent less wages of Management

Highlighted Cells = Industry agreed RMPP Key Performance Indicators



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SHEEP AND BEEF FARM SURVEY BENCHMARKING

We are using the B+LNZ Economic Service survey data to benchmark entrants. The 2019-20 year compares each entrant to the Mean and top 20% of farmers in their farm class ranked by Earnings Before Interest, Tax, Rent and managers salaries (EBITRm). The 2019-20 year is the mid year off 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.



Hereheretau Station, 2019-20 Eastern North Island - Farm Class 3

Farm Class 3, 2019-20	Unit	Mean*	Top 20%*	My farm
Income		per hectare	per hectare	per hectare
Sheep	\$	\$559.77 ▲	\$645.27	\$632.28
Wool	\$	\$36.08 ▼	\$22.19	\$23.85
Total sheep	\$	\$595.85	\$667.46	\$656.12
Beef	\$	\$273.24 ▲	\$475.60 ▼	\$331.89
Non-dairy grazing	\$	\$1.20	\$2.16	
Dairy grazing	\$			
Deer & velvet	\$	\$16.54	\$77.30	
Cash crop	\$			
Other farm income	\$	\$16.50 ▲	\$8.77 ▲	\$40.81
Gross Farm Revenue (GFR)	\$	\$903.52 ▲	\$1,229.23 ▼	\$1,028.82
GFR per labour unit	\$	\$348,230 ▲	\$491,164 ▼	\$431,944
GFR per SU	\$	\$108 ▲	\$134	\$122
Expenses		per hectare	per hectare	per hectare
Wages (excluding manager)	\$	\$81.34 ▼	\$70.88 ▼	\$96.15
Animal health	\$	\$42.68	\$51.85 ▲	\$44.99
Weed & pest	\$	\$13.63 ▼	\$12.74 ▼	\$24.65
Shearing	\$	\$46.08	\$32.14 ▼	\$44.87
Fertiliser	\$	\$105.44 ▼	\$129.18 ▼	\$160.53
Lime	\$	\$7.84	\$10.13	
Seeds	\$	\$4.66 ▼	\$2.21 ▼	\$81.33
Vehicles & fuel	\$	\$28.43	\$27.67	\$29.60
Electricity	\$	\$6.86 ▲	\$5.29	\$5.24
Feed & grazing	\$	\$15.78 ▼	\$3.97 ▼	\$56.60
Cultivation & sowing	\$	\$8.47	\$13.31	
Repairs & maintenance	\$	\$82.15 ▼	\$100.29 ▼	\$125.65
Irrigation	\$			
Freight	\$	\$7.73	\$8.95 ▲	\$7.82
Administration	\$	\$29.92 ▼	\$17.46 ▼	\$44.48
Other expenses	\$	\$0.01		\$24.88
Farm Working Expenditure (FWE)	\$	\$489.59 ▼	\$494.19 ▼	\$746.77
FWE ratio - as percentage of GFR	%	54.2 ▼	40.2 ▼	72.6

*Benchmarking data is ranked by EBITRm per hectare



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Hereheretau Station, 2019-20 Eastern North Island - Farm Class 3

Farm Class 3, 2019-20	Unit	Mean*	Top 20%*	My farm
		per hectare	per hectare	per hectare
Insurance & ACC	\$	\$16.56	\$14.00	\$13.95
Rates	\$	\$19.99	\$19.98	\$13.66
Farm Operating Expenditure (FOE)	\$	\$526.15 ▼	\$528.17 ▼	\$774.38
FOE Ratio - as percentage of GFR	%	58.2 ▼	43.0 ▼	75.3
Interest	\$	\$54.58 ▲	\$43.62 ▲	\$38.53
Rent	\$	\$28.15	\$50.77 ▲	\$29.96
Depreciation	\$	\$36.85	\$36.65	\$67.25
EBITRm	\$	\$340.52 ▼	\$664.41 ▼	\$187.18
EBITRm per kg of production	\$	\$2.11 ▼	\$3.22 ▼	\$1.09
Farm Profit Before Tax (FPBT)	\$	\$227.80 ▼	\$529.29 ▼	\$83.29

*Benchmarking data is ranked by EBITRm per hectare



The north end of Hereheretau Station, protected native bush and the back flats



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BUSINESS MANAGEMENT

GOALS

To grow in a sustainable manner both environmentally and economically while continuing to enhance the Māori Soldiers Trust's capacity to fulfil its purpose.

We have purchased two complimentary adjoining blocks in the past ten years. 489 hectares in June 2004 and 202 hectares in July 2013.

We maintain a robust equity position to protect the Māori Soldiers Trust.

There has been opportunity to grow within our current boundary through improved pasture, increased soil fertility, infrastructure, and improved genetics. Much of this has been realised, we are now further strengthening our equity and cashflow so we are prepared for the next opportunity.

Where Māori owned land becomes available for lease in Whakakī we tender an offer. Once under Hereheretau Stations management, best environmental practice is adopted as well as ensuring suitable land use.

On Hereheretau Station people growth is core to our business growth – when our people get better, we get better as a business.

As profits increase so too does the support to the Māori Soldiers Trust, enabling them to grow the delivery of their purpose: to empower young Māori through higher education. A threshold has been reached where the Māori Soldiers Trust is able to expand its scope and ability to impact.

KEY PERFORMANCE INDICATORS THAT DRIVE BUSINESS DECISIONS

You can't sell something you don't have

It starts with physical performance (kg of product/ha).

You can only sell stock once, don't miss

We take pride in finishing all of our home bred and trading stock since 2019.

We work hard for our money, spend it wisely

We control and monitor our expenditure (sensible FWE).

Return on capital utilised is key, the three metrics above drive return on capital.

CRITERIA FOR NEW INVESTMENTS

Financial/production

- Return as a % on any new investments, we seek a 20%+ return on expenditure, we also account intangibles.
- Net return over \$20,000 per investment decision, below this and we know we can make that money somewhere else in the business. We are a busy operation, for us to change something we need a substantial return.
- All livestock buy and sell, decisions all trading is assessed on a gross margin c/kgDM eaten basis calculated with Farmax.

Intangibles

- Environmental footprint.
- Workload.
- Practicality.
- Does it align with our value of being a product we are proud to present to market?
- Potential learning from the potential investment.



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STRATEGIES

Areas of focus on to achieve our goals

To generate an above industry average return on capital while farming in an environmentally conscious, sustainable and repeatable manner.

Grow and flourish: our people, our stock, the whenua.

Livestock performance metrics that align with top 25% of industry (lambing %, calving %, weaning weights, carcass weights).

A cost effective and flexible cropping programme that allows us to capture the full value of every animal, from tupping to table.

To preserve and grow the Māori Soldiers Trust's asset base.

Key strategies currently implemented

We are coming to the end of a large capital expenditure strategy.

We are now consolidating our equity position so that we are ready for any opportunities that arise.

We are fine-tuning our stock policies and trialling various cattle trading policies.

Developing the budget

We reflect on the previous year and take any lessons from this into the following year.

The budget is set in June/July for a 1st July balance date, so we know as much as we can about the coming 12 months.

Market commentary is considered from a range of sources with livestock pricing built around historical seasonal market fluctuations.

Capital projects are proposed in the initial July budget, however not completed until after the budget revision in January once there is some certainty of financial performance for the financial year.

Implementing the budget

- Monthly revisions.
- Full budget review mid-year.
- We implement our capital projects in the last quarter of the financial year, once 80% of our GFI is known.



»» Hereheretau Station

FEED PRODUCTION

GOALS AND MANAGEMENT PLANS

Focus Area: Feed management

Hill country

We use our sheep to cattle ratio to maintain pasture quality.

Soil fertility and pH is kept at an optimum ensuring the right pasture species are growing.

Mob stocking and rotational grazing is used to proactively manage pasture covers.

Nitrogen is used strategically pre-lamb if pasture covers are lower than 1,500kgDM four weeks prior to lambing.

Finishing country

High ME crops are grown to drive a high growth rate lamb, steer and heifer finishing system.

Maize and grass silage are grown on-farm for winter feed supplements.

Historically we have used high MJME forages in our cropping rotation, however as the seasonal growth pattern doesn't align with our hogget winter trading and the forages are expensive to establish and maintain, we are shifting towards a winter active Italian ryegrass sward.

Weed control is paramount (chemical and topping) – weeds are very hard to get out of cropping systems once they are established.

Focus Area: Soil management and fertility

Soil management

We don't break feed brassicas as we would rather have lower utilisation than damage our soil.

We winter sheep on brassicas and cattle on the lighter soils with supplements feed.

Erosion control is managed by poplar and willow planting throughout the hill country, we have tried native planting in gullies which are fenced off. This is costly, and establishment inconsistent so are working with Hawke's Bay Regional Council to come up with solutions.

We keep heavy cattle off the hills through winter – we do as much pasture quality control through summer and autumn as possible.

Fertility

We have been increasing soil fertility over time and have a little further to go. We don't compromise on fertilising our most productive land, as this is where our high value replacements are grown as well as our revenue stock.

- Lime as required.
- Regular soil testing on same transects at the same time of year.
- Cropping fertiliser is determined through soil testing and agronomist recommendations.
- TracMap is used in the fertiliser plane for variable rate spreading and to keep fertiliser away from sensitive areas.
- Productive hill 20 – 30 units of P/ha.
- Hard hill 10 – 15 units of P/ha.
- Flats 30 – 40 units of P/ha.
- Sulphur applied annually (leaching).



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ANIMAL PRODUCTION

GOALS AND MANAGEMENT PLANS

Focus Area: Sheep and Wool Production

We focus on an efficient ewe, expecting her to wean 70% of her body weight in live lamb at 90 days. 145% lambing as 5-year average, with a weaning weight of 30kg at 90 days. We achieve this through a robust animal health plan, good genetics, and constantly managing the tail end.

Maintain replacement rate at 30%, we aim to farm young stock on hard hill country. With older ewes mated to a terminal sire and lambed on the easier country.

Run a maternal and terminal ewe flock.

Lambs on-farm are strategically grown so that we are selling as many as possible when prime lamb prices are typically higher. 2,000 - 3,000 lambs are traded on the winter market each year.

Our capital stock is never compromised for trading stock.

Focus Area: Cattle Production

We have built a strong Angus genetic base from bull breeders that prioritise hill country hardiness, fertility and calf survival.

We only keep cows that get in-calf in the first two cycles (85%+). Average calf survival over 92% set stocked among ewes.

We finish our top steers to 290kg CW+ before their second winter, the remainder are wintered and sold prime in the spring. Target with 300–320kg CW, 2021–22 311kg CW average.

All cull heifers are killed to 250kg CW+ in early spring on the high schedule shoulder.

We trade 300 – 400 R2 steers each year, purchased in summer and early autumn, average margin/head \$700 over ten months.

Focus Area: Flock and Herd Fertility

Rams and bulls are purchased from breeders that are farming in a similar environment to us and have strong reproductive metrics.

Of the 2,600 replacements, 1,000 are mated to a terminal sire. Need to grow all our ewe hoggets out better, it's a matter of priority. Trade hoggets (money) vs ewe hoggets (future production).

We do not calve heifers as two-year olds; we have done it before with good results (90% calving). The period they need getting back up to weight, we have a high number of high c/kgDM stock on-farm.

We have a maternal and terminal breeding programme for both sheep and cattle, ensuring we are only rearing replacements from our best dams.

Focus Area: Animal Health

Working closely with our vet, we have refined our animal health programme.

We actively manage worm burden and resistance through quarantine drenching, set drench intervals and strategic grazing.

We prioritise livestock feeding to align with their demand: well-fed stock has fewer animal health issues than under-fed stock.

We have two sessions a year with our farm vet. They know us so we can respond quickly in the face of animal health issues. We include young shepherds in at least one of these sessions.

We use satellite yards, handle mobs in small numbers and during times of the day that's comfortable for them (e.g., mornings in summer).

Much of the mustering is done on horseback, especially in the hill country. This is easier on livestock and encourages stockmanship.



»» Hereheretau Station

HUMAN RESOURCE AND HEALTH AND SAFETY

MANAGERS, STAFF

Goals

- Communication: we would rather over communicate than under communicate.
- Team culture: our Manager leads at the coalface, and empowers shepherds through allowing them responsibility and having an environment where it is safe to make mistakes.
- Pastoral care of young shepherds: we make sure they have a hot meal prepared for them each night.
- The experienced staff members bring discipline and work ethics to the team.
- Young shepherds are employed for two years, then with the assistance of the Manager move up the ladder to another station.
- The remaining shepherd has input into employing new shepherd.
- We have worked closely with Smedley and Waipaoa if the timing is correct.

STRATEGIES

Energy

We have a very good Farm Manager in Dick Finnie, who has all the skills required from paddock to office. The role requires heaps of energy and one that spends a good percentage of his time at the coalface.

We encourage a happy, hardworking culture which attracts young shepherds. They learn every day from experienced staff and all professionals associated with the station.

We prioritise assisting and guiding these young shepherds to further education provided they are willing to put the effort in.

Morning tea at the implement shed is a great place for all staff to express what is and what should be happening on the station. This time allows for good face to face chat about individual performance.

All staff attend which exposes the shepherds to planning and delegation of work coming up. This provides a great learning opportunity for all staff and maintains a strong team culture.

HEALTH AND SAFETY PLANS AND IMPLEMENTATION

We see best practice as a minimum and something that it is important to be aware of. As such, we have an external Health and Safety expert in twice year, monthly reporting from the farm through to supervisor and Te Tumu Paeroa, and follow up on any patterns.

Wider than this we believe Health and Safety is about how you communicate and how often. Morning tea each day doubles as a tool box meeting and making sure we are seeing and hearing from all Hereheretau Station staff.

RURAL PROFESSIONALS

Over time we have selected and are working closely with a wide and sound professional team – vet, stock agent, agronomist, builders, Hawke's Bay Regional Council, water consultant, fertiliser company, environmental experts.

It is up to the management team Pete McKenzie, Dick Finnie and Sam Vivian-Greer to make sure these people bring the correct skills to Hereheretau Station.

It is also up to this management team to keep a very open mind to the new knowledge outside the farm gate.

Hereheretau Station is a member of a very good young discussion group of top farms that is facilitated by AgFirst. This is a great 'testing ground' for all of our management strategies.



»» Hereheretau Station

ENVIRONMENT / SUSTAINABILITY

ENVIRONMENTAL GOALS

148ha Ngā Whenua Rāhui – including 2.6km of river fenced off.

McKenzie paddock is a hard, northern facing, steep paddock which we are retiring and managing back into native.

Willow and poplar planting in high-risk areas.

Fenced native gully planting which provides good stock shelter and prevents erosion.

De-stock of heavy cattle over winter to sand dunes.

Low stocking rate per ha max 9.5SU overall. We actively seek high per head performance and high growth rates in our finishing stock. Numerous studies indicate an efficiently grown animal had a much lighter environmental foot print.

Replanting recently harvested pine trees area with redwoods as a more appropriate tree.

Working with Hawke's Bay Regional Council over the Whakakī Lagoon. Controlling sediment from station.

Fencing and planting the Whakakī Channel.

Managing the wet flatlands and sand dunes at Whakakī very carefully.

KEY PERFORMANCE INDICATORS

- Kilograms of product/ha.
- \$/kilogram of product sold.
- EFS/ha.
- GFI/ ha.
- Return on capital %.
- Happy and safe people.

STRATEGIES

- Continued high physical performance. Lambing calving deaths and missing.
- Appropriate fertiliser input on the productive hill country. P and S.
- Improved pasture species on the easy contoured hills.
- Using a sustainable and economic cropping rotation on our flats to provide a large platform for quick weight gain.
- Better utilisation and development of the large area of sand country for winter grazing.

We believe we are getting towards a place where we can start broadening our horizons as a business; we feel we got close to Hereheretau Stations economic and environmental optimum in the 2020-21 year.

We want to repeat or improve on this result before we stretch ourselves any further.

We do not want to take a backwards step on an unnecessary risk.

KEY STRATEGIES CURRENTLY IMPLEMENTING

- Good genetics.
- Introducing improved seed mixes.
- Controlling scrub and blackberry reversion through a two-year development programme.
- Lifting the Olsen P on all productive land.
- Lifting pH on cultivated land.
- Working closely with our vet on the many animal health issues and trying to reduce this cost and moving revenue lambs off the property at good weights quicker (worm control and managing resistance).



»» Hereheretau Station

INNOVATION

STOCK POLICY ANALYSIS

We analyse the different aspects of our stock policy on both their individual merits and how they integrate into our whole farm system.

Analysis includes financial and feed allocation through Farmax modelling and an assessment of the intangible factors.

TECHNOLOGY

TracMap used for variable rate fertiliser spreading and overlaid with land classification mapping.

Water system enabled a significant reticulated water system feeding 10,000SU with the pump nearly 2km from the nearest power pole.

COMMUNICATION

Given our structure we have needed to be versatile in our technology use ensuring smooth information transfer between the Hereheretau Station and the Māori Soldiers Trust.

On Class 6, 7 and 8 hill country being innovative doesn't necessarily mean reinventing the wheel, we are a farm business doing the right things in the right places while achieving good per hectare returns at scale and with minimal environmental footprint.



The back yards



»» Hereheretau Station

INFRASTRUCTURE

Hereheretau Station and Whakakī have undergone a major development programme over the last nine years. For a station of this size with its many contours, soil types and aspects, it presents itself as a neat operational station. The central race and out yards make for easier management.

We have used our two very capable fencer/generals (worth gold) to upgrade our fences, yards, water supply, buildings and weed control. There is still plenty of development and contingent liabilities (for example, shepherds' quarters) to be completed when the cash flow can absorb them. Over the years we have endeavoured to spend 18% – 21% of GFI on essential repairs and maintenance codes with added discretionary development expenditure when finances have allowed.

With predominantly Class 6, 7 and 8 land it will always have an upper limit of productivity. However, when combined with the developed easier contoured hills and the flats and sand dunes at Whakakī, we are now starting to develop a highly productive business which has the capabilities of marketing the majority of its stock on the high valued shoulders.

Hereheretau Station has been very fortunate to have excellent staff and the support of the Whakakī community to drive this business to its present level. All are aware of the environment they are trying to protect and have been proactive in managing this with the retirement of land, gully planting, fencing off of waterways and many areas of native planting.



View from the hills, across Whakakī and out to the Pacific Ocean



»» Hereheretau Station

FARM MAPS

AERIAL VIEW



»»» Hereheretau Station

Paddock Map



»» 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 horticulture 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 horticulture sectors, to all New Zealanders.
- To acknowledge the contribution the Māori farming and horticulture sectors currently makes to the New Zealand economy and highlight areas for future growth.

BENEFITS TO THE ENTRANTS

By entering the Awards, participants will gain:

- Recognition for excellence in the sheep and beef farming industry and the wider New Zealand farming industry.
- Judges' expert advice and guidance to improve their farming operations.
- Access to a network of progressive and like-minded individuals and organisations involved in sheep and beef farming.
- Exposure to practices and approaches of other Māori sheep and beef farmers.
- Significant enhancement to the productivity and profitability of their farming operations.
- Recognition of the major role Māori farmers have 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 farmed 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 2021.

The effectiveness of the farms governance procedures and initiatives, in areas that include:

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



Considerations

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

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

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

In considering this the judges will utilise as a guideline the following weighting:

CRITERIA	PERCENT	GOVERNANCE	MANAGEMENT
Governance and Strategy	15%	• Strong leadership • Trustee understanding of the business • Good strategy • Monitoring of strategy • Appropriate capability that aligns with strategy • Shareholders are actively engaged and informed • Succession is in place	• Implementation of strategy
Social, Community, Ngā Tikanga Māori	15%	• Contribution to, and participation in, communities of interest to the organisation support for local hapū, marae, and wider local community affairs • Governance or management team's ability to manage tikanga Māori aspects of the business • Identification and protection of cultural sites	• Values use of tikanga Māori within the business
Financial and Benchmarking	20%	• Consistency over time • Wealth creation – Leveraging Asset Base, Internal Capital Investment/ Development ROC • Understanding the Financials – Budgeting, Variance Reports, KPIs • Benchmarking is undertaken	• Economic Farm Surplus (EFS) • GFR/HA • FWE as a % of GFR
Feed Production	10%	• Production system and strategy	• Development and sustainability of soil fertility • Quality of permanent pastures (composition and nutritive value) • Forage crop yields and integrated use • Use of least cost supplements and tactical use of nitrogen
Animal Performance	10%	• Strategy, goals, and objectives	• Stock health and welfare • Genetic improvement • Reproductive and growth performance • Supply of product to market specifications
Human Resource and Health and Safety	10%	• Policy and direction • Compliance monitoring • Risk management strategy	• Employment agreements and job specifications • Performance review approach • Training support and career development • Team culture and attitude • Health and safety plans and implementation
Environment / Sustainability Goals and Strategies	15%	• Environmental plans in place • Environmental performance is being monitored and promoted • Biodiversity is being enhanced • Sustainability strategies in place • KPIs in place	• Environmental plans are being implemented • KPIs being met
Innovation	5%	• Show the pathways that are in place to innovate • Demonstrate how innovation was accessed and where appropriate how was it adopted • How is knowledge and tech transfer applied to the organisation	
Total	100%		



»» 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 farm and provide valuable feedback to those in governance roles and those who are involved in the day to day management of the farms.

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 agribusiness experts available to judge the event.

FIRST ROUND JUDGES

Peter Ettema – Lead Judge

Peter has worked for the Ministry for Primary Industries - Manatū Ahu Matua (MPI) and its predecessors since 2005. He was brought up on a dairy farm in the Manawatu and has worked in the agricultural sector throughout his career, both in New Zealand and overseas. Peter is currently the Director, Sustainable Regions in the Agriculture and Investment Services Unit Tapuwae Ahuwhenua 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.

James Woodhouse

James works as an Agribusiness Partner for the BNZ. Based in the Manawatu for the past ten years, James has a mix of both dairy and sheep and beef cattle farmers. He was brought up on a sheep and beef hill country farm in Bideford, Northeast of Masterton. Following a couple of sales, James' home farm is now planted in pine trees and has perked a keen interest in the rapid and growing impact of carbon farming on NZ hill country farming.

James is married to Sarah who works at FMG in Feilding. They have two young boys and live on a one acre block at Hiwinui, enjoying the benefits of a strong rural community and country school. He is looking forward to being a new member on the judging team for the Ahuwhenua Trophy competition.

Dani Darke

Representing B+LNZ, Dani is currently a director for Ballance Agri-Nutrients and has previously chaired the Mid-Northern Beef + Lamb Farmer Council. Dani qualified from Massey University with a degree in Agriculture and has a background in rural banking and the meat processing industry. Dani is a Partner at Rural Coach where she works alongside farmers to help them with farm succession planning.

Dani's passion is farming, and when not away, she works alongside her husband Anthony on their sheep and beef property in the King Country, with their three young daughters.

Rito Tapuke – Taha Māori

Rito affiliates to Te Atiawa, Ngāti Mutunga, Taranaki Iwi, Ngāti Tama and Ngāti Paoa.

Rito is the Principal 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.



FINALIST JUDGES

Dana Blackburn – Chief Judge

Dana was part of a team that won the trophy in 2007. He became Chief Judge in 2011 succeeding Sir John Acland in 2011. Twenty years involvement with Māori Incorporations and Trusts has given Dana an insight into the workings of these organisations. His work has included roles in Operations, Management and as a Board Member.

For several years Dana has farmed a sheep and beef unit at Karioi, Ohakune. He has experienced the lows of the 1980s, as well as being part of the new exciting developments occurring within the industry. It is the knowledge gained from these experiences that Dana brings to the judging panel.

Rob Gemmell

Rob 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. He considers it a privilege to be involved as one of the judges for the Ahuwhenua Trophy 2022 having judged on two previous occasions.

Pat O'Brien

Pat has been involved in the farming sector for over 40 years; starting with share farming, leasing land and moving into farm ownership. He currently farms sheep, beef and deer in Hawke's Bay with his wife Sue.

Pat's background is very much hands on with experience in farm and environmental planning and development. He looks toward maximising potential in farms while maintaining the integrity of the whenua and te taiao. He spent ten years on the Tawapata South Inc committee overseeing Onenui Station at Mahia and also working for Rocket Lab while they established operations at Onenui during this time. He is currently chair of the award-winning Whangawehi Catchment Management Group at Mahia.

Pat is passionate about farming, community, environmental sustainability and being the very best you can be, at whatever you do.

Paula Rawiri

Ko Ngāti Tūwharetoa me Ngāti Ruanui ōku iwi.

Paula is currently the Deputy Secretary for the Regional Partnerships and Operations puni at Te Puni Kōkiri.

With a strong background in operational and policy management, Paula is highly skilled in developing and implementing Māori development initiatives, leading the brokering of opportunities with whānau, hapū, iwi and Māori at Te Puni Kōkiri. In her current role she oversees the regional network of offices for Te Puni Kōkiri and investment in innovation that will build capability among Māori communities so they can achieve their aspirations and move towards intergenerational transformation.

Prior to joining Te Puni Kōkiri in 2020, Paula contributed to Māori development at the Ministry of Education, where she worked in leadership roles since 2002. Most recently as the Director of Education, Waikato.



AHUWHENUA TROPHY EXCELLENCE IN MĀORI FARMING AWARD 2022

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.

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 is a growing contributor 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



Office of the Māori Trustee

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



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**AHUWHENUA
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