

TE PUNI KŌKIRI
EXCELLENCE IN
MĀORI FARMING AWARD
2019
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



He huihuinga tāngata, he hokinga mahara. He riringi roimata, he hotunga manawa, ka ea te wāhi ki a Aitua. Toitū te whenua, whatungarongaro te tangata.

E ngā whatu mauri o ngā tihi whakarongo kōrero, ngā paritū kārangaranga, ngā tai aumihi, ngā awa whakaterere taniwha tēnā koutou katoa.

The Ahuwhenua Trophy is all about excellence in farming by Māori. As the Minister for Māori Development and Ahuwhenua Trophy Trustee, I celebrate the hard work, fortitude and innovation demonstrated by whānau Māori who are thriving in the agribusiness sector.

Building on the proud legacy of the Ahuwhenua Trophy, there are some exciting changes underfoot. The Ministry of Māori Development has increased its support this year and is now a platinum sponsor. In addition to Sheep and Beef and Dairy, we will support the newly established Horticulture category in 2020 – reflecting one of the fastest growing agribusiness sectors for Māori.

When we consider the calibre of farms represented by this year's finalists, we are reminded that their success hasn't been achieved overnight. This is a long journey involving hard work and commitment. This year's finalists are role models for our next generation, a source of pride for their hapū and iwi, and an inspiration for their community.

The Ahuwhenua Trophy Awards also celebrate rangatahi who are excelling as leaders in their field, and are role models for their generation. As rangatahi are the future of the agribusiness sector, it is our duty to provide mentoring and support while we listen to their new ideas and their experience with technology and innovation.

The future is bright and my priority continues to be one that has a strong focus on whānau enterprise and development at a community level. I want to acknowledge past participants and supporters of the Ahuwhenua Trophy Awards. The Māori economy contributes to the growth of our regional economies, thus creating a training and employment pathway for the next generation. Congratulations to the finalists and for sharing your stories with us and letting us be part of your history, growth and success.

Pai Mārire

Hon Nanaia Mahuta

MINISTER FOR MĀORI DEVELOPMENT

MINISTER OF LOCAL GOVERNMENT

ASSOCIATE MINISTER FOR THE ENVIRONMENT



»»» FROM THE MINISTER OF AGRICULTURE



Tēnā koutou,

Nā te oneone ka tupu te ora ō te Tangata,

As Minister of Agriculture one of the highlights of my job is being involved in the Ahuwhenua Trophy competition. Not only is it one of the best run competitions in the agribusiness sector, it has a tradition of excellence spanning 86 years. This is a tremendous achievement and legacy.

What impresses me is that the Māori farmers, trusts and incorporations that enter this event continue to embrace the vision and goals that Sir Apirana Ngata and Lord Bledisloe enshrined in the deed of competition through the use of new technologies and concepts to grow their farms and organisations.

Many Māori enterprises are multi-million dollar companies that are turning good profits for their whānau while at the same time nurturing the land that they farm for their people. They are also attuned to the needs of consumers and the sector as a whole and the potential to add value to the basic food, fibre and crops that New Zealand produces so well. Māori have always been innovators – people who have identified and seized opportunities that are presented to them. The intergenerational perspective of Māori trusts ideally equips trustees and owners to see beyond the short term gains and to the big picture into the future.

What is also impressive is the scale of Māori farming enterprises and their ability to govern and manage their complex businesses well. They not only have to achieve high standards of business management, but meet the aspirations of their people and korero and share with them the need to innovate and change and invest in modern technologies. Māori do this well, and I note a sense of real pride across the Māori agribusiness sector. I am committed to increasing the visibility of these achievements.

The sheep and beef sector has never been an easy option in which to operate because it remains sensitive to adverse weather events at home and turbulent and uncertain global trading patterns. Yet somehow New Zealand sheep and beef farmers find ways to navigate these potential roadblocks and succeed. Diversification is one way of protecting a rural enterprise and Māori are now major players in the horticultural sector and looking to develop more where this is a highest and best land use. Next year the Ahuwhenua competition will focus on this sector and I anticipate that the competition will be hotly contested. It is also pleasing to see Māori play a significant role in the IT and agritech sectors that underpin innovation in the wider primary sector.

My Government is a strong supporter of Māori agribusiness and has several initiatives in place to encourage Māori to embrace the vision of Sir Apirana Ngata and Lord Bledisloe.

This year's finalists are outstanding role models for Māori and I congratulate each of you on your achievements to date and wish you a successful and enjoyable time as you progress through the competition this year. You are all doing a great job showcasing the excellence of Māori agribusiness and I commend you for this. Good luck to all of you.

Tēnā koutou katoa,

Hon Damien O'Connor

MINISTER OF AGRICULTURE



»» FROM THE CHAIRMAN



He toa paheke te toa taua; tena ko te toa mahi kai e kore e paheke.

We again have finalists who embrace the vision and values of Sir Apirana Ngata and Lord Bledisloe, the founders of our remarkable Ahuwhenua legacy. Our farmers as stewards of the land who practice excellence on a daily basis and who are dedicated to optimising the return on the land but at the same doing so in such a way that future generations will benefit from their pastoral care.

Each year we have a succession of excellent Māori farming operations putting their names forward as contenders for the prestigious and iconic Ahuwhenua Trophy. This year the calibre of entrants and finalists is exceptional and I do not envy the task of the judges who have to select a winner.

Two of the finalists, Whangara Farms and Te Awahohonu Forest Trust, winners of the Trophy in 2009 and 2013 respectively are finalists once again. This indicates they have built and maintained strong performing and resilient businesses. Eugene and Pania King at Kirihoa follow in the footsteps of the King whānau who in the last two competitions has seen Nukuhia and Barton Hadfield winning the Trophy in 2015 and Ronald and Justine King selected as finalists in 2017.

The current coalition Government is making a priority to urgently reform fresh water management and greenhouse gas emissions. It is vital that Māori landowners and iwi are engaging with the process that designs the new rules regarding Te Mana o te Wai because of the far reaching impact it will have on the way we farm in the future. The cornerstone of Māori agriculture is kaitiakitanga and we know exactly what it means and endeavour to practice it on a daily basis. That is why it is important that we participate in these discussions that will determine the use of our whenua for future generations.

We have much to be proud of and we are indebted to the annual cohort of excellent farmers who willingly put themselves forward to stake a claim for the prestigious Ahuwhenua Trophy. We encourage those entrants who weren't successful this time to receive the feedback from our judges, make the necessary changes and enter the competition again. History has shown that this persistence will eventually be rewarded.

I thank all those who have entered the competition and congratulate the finalists. We look forward to the field days at their farms and hearing their success stories and their plans for the future.

Kingi Smiler

CHAIRMAN OF THE AHUWHENUA TROPHY MANAGEMENT COMMITTEE



»» History of the Ahuwhenua Trophy



It is now 86 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 of the competition 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 new criteria for the awards considered 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. Next year will see another milestone in the history of the competition when a trophy for Horticulture will be contested. This move recognises the contribution that Māori make to the success of the horticultural sector

The Ahuwhenua Trophy competition Trustees are the Minister for Māori Development, the Minister of Agriculture and the Chief Executive of Te Puni Kōkiri. They delegate their authority to the Ahuwhenua Management Committee to manage and supervise the competition. The current Chairman, Kingi Smiler, has held that position since 2007.

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.

A new award for young Māori farmers was introduced in 2012 and successive winners have demonstrated that young Māori, both male and female have the leadership and management skills to take Māori agribusiness forward in the 21st century. Māori success is centered around the need to provide for future generations and so this competition is about 'future proofing' Māori agribusiness.

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.



»» Looking Back

THE 2017 SHEEP & BEEF FINALISTS



Omapere Farm

OMAPERE TARAIRE & RANGIHAMAMA X3A AHU WHENUA TRUST, OMAPERE FARM – WINNER

Winning the 2017 Ahuwhenua Trophy for sheep and beef farming fulfilled a seven year dream for the Omapere Taraire & Rangihamama X3A Ahu Whenua Trust (ORT), with Trustees and executives having visited an Ahuwhenua Trophy field day in 2010, seeding this aspiration. Winning the trophy was a huge milestone. From the shareholders and beneficiaries, through to the Trust Board and staff, there has been a huge buzz and our profile has been raised in the wider community.

Omapere Farm continues to improve its performance. The policy of phasing out the sheep population and replacing them with bulls has been continued; the table below summarises the changing farm performance:

	2016/17	2017/18	2018/19
Sheep no's	1,537	1,011	666
Cattle no's	1,325	1,336	1,706
Stock units ha	9.4	9.5	11.2
Production ha carcass/wool	223	256	298
Revenue	\$836,000	\$1,187,000	\$1,067,000

In the 2017/18 season, Omapere Farm showed a taxable profit of \$485,000 – a record for the farm. We are pleased to report we continue to have the three permanent staff who have been with Omapere Farm from six to over 30 years – they have gained much mana from the trophy win. We are currently appointing another Shepherd to assist with the increasing workload.

The judging panel identified two key areas that they considered we could improve on.

Firstly, although we had a clear vision of what we wanted to achieve regarding farm development, it was their opinion that this was somewhat disjointed. The farm is 902ha effective, but of that total more than 200ha is unfertilised gorse and rushes infested whenua. Most of this is of good contour and had previously been developed and then reverted.

ORT agreed with the judges' comments and subsequently with the aid of the Land and Environmental Plan have established a five year development plan. This includes a cropping programme, plus the capital budget required for fertiliser, fences, water supply and weed clearing, all of which are essential to achieve long term gains. With the cost of purchasing the increased stock numbers to harvest the increased pasture,

the total cost of this development is more than \$600,000. The budgeted returns on this investment are good with a rapid repayment of any debt incurred planned. We are now two years into the programme with 40ha already having been regressed and a further 20ha in the cropping programme. To date it has not been necessary to borrow for this development.

The second constructive observation of the judging panel was the risk around leadership succession. A more challenging topic, but ORT has approval from the Māori Land Court to increase the number of Trustees from six to seven which will create pathways for new people. Furthermore, both the farm operating committees have invited capable local farming Māori onto them.

We have been busy with other initiatives since 2017. With external funding assistance ORT is constructing fifteen new houses on its whenua adjacent to Kaikohe. This supports the whānau who wish to live on the whenua. The dairy farm continues to be a benchmark for other dairy conversions in Northland, whilst forestry and honey and horticulture all have significant growth opportunity.

We believe committing to the robust assessment processes of the Ahuwhenua Trophy has energised and empowered ORT to fulfil our vision:

Kia huri te whenua hei orange mo te iwi
The land will sustain its people

RA & JG KING PARTNERSHIP, PUKETAWA STATION

Since being a finalist in the Ahuwhenua Trophy in 2017 we have continued to improve our scanning and lambing percentage quite substantially. Despite our early lambers getting hit this year with a storm we still managed an overall percentage of 152% lambing (total ewes to ram excluding hogget lambs).

We have also continued our weed eradication programme which has been very successful. Whilst ongoing, it is now at a stage where it is just annual maintenance.

In July 2017 we made the decision to exit Ruakaka Station in Gisborne which put us in a position financially to look and purchase a finishing block. In the June 2018 we purchased a 490ha property 7km out of Pahiatua, Maru Farm – the finishing block we have always wanted. This has enabled us to insulate ourselves from market and weather



fluctuations by being able to finish all our own stock, as well as buy in more trade stock when required.

At time of writing this, we are in negotiations of purchasing another adjoining property of 160ha to our finishing block. If successful, it will give us the same stock units as we have run at Puketawa Station with the added advantage of being able to finish all stock.

The front section of Puketawa (450ha) has also been sold in the last six months with takeover being March 2019. We have retained the back section (630ha) in partnership with the new owner of Puketawa and are planting in pine trees with MPI. This is part of our future succession plan with as well as being an off-farm investment with income.

Being a part of the Ahuwhenua Trophy has encouraged us to move a little faster on our end goal of a finishing block. It also encouraged us as a business to work on our health and safety plans with more detail and involvement.

As far as whānau goes, Ron Falconer is still a big part of our business. Our two younger children Dallas and Bridie are still at school. Our eldest twin Jordyn is in her third year of being a medical student studying to be a doctor at Auckland University and our other twin Renee is in her second year of nursing studies in Whakatane.

As for us, we are still very involved with community and wider community activities.

We have plans underway for an equestrian arena at the new property as we are still very involved in helping the younger generation in the equestrian world. Ronald has carried on his role in the shearing industry and is now the Vice President of the Golden Shears. In December 2017, Ronald was very humbled to win the New Zealand Māori umpire / referee of the year. In addition to all this, we have taken on roles at the new local school of fundraising as well as on the school board.

Being a part of the Ahuwhenua Trophy competition has enabled us to have a more holistic view of our business, as well as gain many business and personal relationships which will carry on well into the future.

On behalf of the King whānau we would like to wish all the 2019 finalists all the best of luck.

PUKEPOTO WHENUA

Since entering the 2017 Ahuwhenua Trophy Competition what changes have we undertaken? Equally, what's new? Where do we start!

Thank you to the Ahuwhenua Trophy team led by Kingi Smiler for providing us the opportunity. The support provided by Marama and Mark and countless others including the sponsors was fantastic. The competition provided us with some valuable insights into our business that we took



Puketawa Station

Pukepoto Whenua



into account. We encourage others to consider entering the competition. It was a great experience not only for our team, but for our owners to be more engaged with their whenua, thank you.

In June 2017 we said farewell to AJ Preston and his whānau and not long after welcomed Hayden Taylor and his whānau to our small team as our Senior Shepherd.

In December 2017 we were fortunate to purchase a neighbouring life style property of some 20ha, which came with a house. This allowed us to employ a dedicated General Hand. In 2018 we welcomed Mike Rangitawa to our team.

Terry Head has been with us just over three years. We are pleased to note he has lifted our Gross Farm Income and Effective Farm Surplus by 26% and 75% respectively since joining our team in 2015. In three years the farm has had positive growth, in particular the farm grossed over \$1,200 per hectare. Again the farm achieved a surplus, which allows us to provide a dividend to our owners, and this year will see us provide education grants.

The team continues to give effect to our vision of revolutionising Māori agribusiness, by ensuring we are cognisant of changes occurring nationally and internationally, and by always considering how we can maximise upon opportunities that may arise from time to time in a sustainable manner.

With this in mind, last year we decided to investigate the opportunity of working with Te Uru Rākau (Crown Forestry) and the possibility of retiring 200ha. Whilst we have identified hectares for afforestation we are a way off from making a decision. However, if and when sheep and beef farming enters the Emissions Trading Scheme we see the 200ha as a way of offsetting our carbon emission liability. This could also assist us in expediting our riparian fencing and planting programme, also enhancing our native biodiversity by promoting a greater establishment of a bird corridor. Then there is the financial opportunity per hectare yet to be discussed. All of this will lead us to a negotiation of a sorts with Te Uru Rākau in time.

We entered into discussions with AgResearch last year focusing on lifting farm performance. We hope to get a project underway this year led by Chris Koroheke and his team.

Two years on we have had a few changes and the new opportunities on our horizon are exciting. We look forward to what 2019 brings.



Te Puni Kōkiri supports whānau development and excellence in Ahuwhenua



*Te Puni Kōkiri staff working
with local Māori land
owners in Te Tai Tokerau.*

*Photo by Josie
McClutchie*



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

For information about our services for
Māori land owners, email us at
whenua@tpk.govt.nz

FINALISTS, WHĀNAU AND SUPPORTERS CELEBRATE THE 2017 AHUWHENUA TROPHY AWARDS DINNER FOR SHEEP & BEEF FARMERS IN WHANGAREI



AHUWHENUA
TROPHY



2019 AWARDS DINNER
Friday 24th May

Showgrounds and Events Centre, Gisborne

For further details email ahuwhenuacompetition@tetumupaeroa.co.nz

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BY FARMERS. FOR FARMERS

»» Whangara Farms

2090 State Highway 35, Whangara, Gisborne

Field Day: Thursday 4th April 2019



»» Whangara Farms

FIELD DAY PROGRAMME*

9.00	Powhiri at Whangara Marae, 368 Pa Road, Pouawa, Gisborne
9.35	Morning tea
10.15	Introduce the Programme
10.30	Farm tour – only Four Wheel Drive and All Wheel Drive (SUV) Farm stop 1: Lands, Soils, Pasture Crops and Environment Farm stop 2: Animals, Production and Markets (Packed lunch provided to eat on farm tour)
1.00	Return to Whangara Marae
1.30	Presentation: Economics, People and Governance
2.30	Background to the competition
2.50	Judges' comments and prize giving
3.30	Refreshments/BBQ

* 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, moving around the yards and facilities, and in handling stock. 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.

When attending an Ahuwhenua Trophy field day, please ensure you have clean footwear and vehicles are not carrying fresh muck or vegetation. This will help reduce the risk of spreading weeds, pests and diseases onto our host farms and across our country.





Whangara Farms

HISTORY OF WHANGARA LANDS

Our oral history traditions tell us that Paikea, also known as Kahutia Te Rangi, came to New Zealand from Hawaiki on the back of a whale following an event known as Te Huripureiata. One of our legends say that when the whale landed, it became the island known as Te Toka a Rangi or Te Ana o Paikea. Paikea named the area Whangara Mai Tawhiti or Whangara at a distance as it reminded him of his home Whangara in Hawaiki, except that the river was on the other side of the mountain. He then named Pukehapopo the mountain and Waiomoko the river. Paikea met Huturangi and their descendants populated the area. One of those descendants was Porourangi who lived in his home named Wharemapou located on Tapuwae Whitiwhiti. As time passed, our ancestor Konohi rose to prominence in Whangara. Konohi married two sisters, Hinerimu and Hinekino and together they begat Ngati Konohi whose descendants reside at Whangara. The Whangara lands originally comprised of more than 21,000 acres.

The alienation of Whangara lands from Maori to European ownership has a long and complicated history. The European occupation of Whangara commenced in about 1840 with Reverend W Williams pitching a tent at Puatai situated on the Pakarae lands. A situation developed in Whangara whereby Europeans began entering into agreements with individual Maori prior to the lands being surveyed or Native Land Court sittings being held. When the land survey's had been completed most of the land in Whangara had been leased. Many of the European settlers began complaining about alleged leases and sales that they had entered into. Ngati Konohi became dispossessed of large tracts of their land.

An example of this dispossession was demonstrated early on. The Validation Court was established to enquire into purported land sales and leases of lands that included the Whangara Block. Charles Seymour applied for validation of 58 contracts in the Whangara blocks of 21,400 acres and the claim was found to be invalid. Undeterred, Charles Seymour went to Parliament and convinced the Government to enact the Whangara Land Act 1890 that authorised the Native Land Court to award 4,500 acres to Charles Seymour, freehold from encumbrances and 3,000 acres to lease. In terms of other Whangara lands, the Validation Court approved A Reeves receiving 1,600 acres at Mokairau. The remaining 16,950 acres was allocated to the Maori owners at a later hearing that was finally settled in 1896.

The remaining Whangara lands owned by Maori were leased to Europeans. There were costs charged against the land that included survey, legal, interest, rates, and Court costs. The costs outweighed the income received from the leases. Legislation was passed that set up Crown appointed managers of Whangara lands. Under this statutory management, further land was sold.

Apirana Ngata is renowned for his advocacy of the return of lands to Maori control. In January 1916, Ngata convened a series of meetings with the owners of Whangara lands that were coming out of their leases. From these discussions, the incorporations were born and the remaining lands (still charged with debt to the BNZ) were finally returned to the management of the owners. W G Sherratt was appointed by BNZ to manage the farm and financial affairs.

In 1949 all of the committees of management met with Sir Apirana Ngata and agreed to the Whangara Consolidation Scheme. The three incorporations of Whangara Farms were created from this process and commenced separate management of their lands.

In 2006, Pakarae and Whangara B5 formed a partnership called the Pakarae/Whangara B5 Partnership. This Partnership flourished and its governance structure proved to be very successful. In 2015, Tapuwae Whitiwhiti joined the Partnership that was aptly dubbed Whangara Farms. The partnership represents the reunification of Whangara lands under the governance of its people.



»» Whangara Farms

WHAT IMPRESSED THE JUDGES

STRATEGIC PLANNING AND GOVERNANCE

Success of the Partnership is based on trusted relationships, quality information, regular contact and clear expectations.

Partnership founding document is the basis for the relationship which is reinforced by an annual process to provide a mandate for activities on farm. All Partners must approve terms of reference, strategic plan, business plan and budget for Whangara Farms each year.

Board has sound processes in place to investigate future options and evaluate progress against plan.

Large investment in infrastructure – fencing, stock water reticulation, buildings – to enable efficient use of resources and an attractive place to work and live.

Clear definition of role and responsibilities of governance and management.

Good governance practices at Partnership board level flow back to three Partner incorporations. Those whanau blocks retain their own autonomy.

SOCIAL / COMMUNITY / NGA TIKANGA MAORI

The history of the Partnership and its Partners is well documented. The Partners provide the whenua and see value in the Partnership for whanau, hapu and iwi.

Values day and strategic and business plans are held on one day involving all staff so that there is shared commitment to the vision across all levels of the organisation. Everyone involved has a good understanding of the drivers and direction of the business and where they fit in. Ultimately this builds a good team culture which was evident.

The Partners have close ties with the community and the school and strongly support the local marae and other marae in the region.

Mapping of sites of cultural significance is being completed.

Open farm policy with 30 public field days run in last ten years.

The farm has hosted multiple trials with external organisations including beef progeny test, pasture and forage plot trials, and others.

FINANCIAL AND BENCHMARKING

The budget setting, variance reporting and reforecasting process is robust with comprehensive monthly reporting by business unit. Stock transfers between units are accounted for at market value.

The farm benchmarks its entire business against appropriate external data.

Clear financial and production KPIs are documented and monitored using a dash board approach.

There is an emphasis on gathering data to drive proactive decision-making – climate, soil, pasture, animal, financial.

Appetite to test parts of the business to see impact of different policies and measuring the effect of those policies, for example, half bred terminal lamb trial.

FEED PRODUCTION

Use of experts and analysis of data to identify factors limiting feed production and quality has resulted in investment in fertiliser, drainage and alternative species. This has happened in conjunction with a fencing programme to improve subdivision and establishment of shelter belts.

Cash cropping is being used as a tool to help develop land including the use of deep ripping to improve aeration.





Whangara Farms

Climate data including soil moisture levels from several sites on the farm and measurement of pasture growth rates is used to refine feed budgets and form proactive decision-making. A farm technician is employed to gather data.

New plant species and establishment practices are being tested and evaluated and included in the system when benefit can be measured, such as fodder beet for cattle finishing and plantain/clover for lamb feed.

Weed control, especially variegated thistle and blackberry, has been a focus to improve feed production and utilisation.

Supplements made are tested for dry matter and ME to ensure accurate feed allocation.

Strategic use of nitrogen to address feed gaps.

ANIMAL PERFORMANCE

There is a focus on maximising the value of animals. Flocks and herds are weighed and condition scored regularly so the 'tail end' can be managed appropriately and feed requirements of different mobs prioritised.

An AI programme in both cattle and sheep is being utilised. More specifically how they AI a portion of ewes to Merino sire taking advantage of fine wool/lower micron with NZ Merino resulting in approx \$11/head average increase in return – trialled and likely to grow.

Known hot spot for facial eczema so appropriate genetics are used.

New ideas are continually tested and evaluated, for example, Romney genetics multiplier project using AI to breed ram hoggets for use in the business.

Mating of hoggets and R1 heifers to improve lifetime productivity of the animal aligned with targeted management to maximise the benefit.

R2 heifers run in a separate mob to allow continued prioritised feeding.

HUMAN RESOURCE

Effective communication between all levels of staff, management, governance and owners is evident. On-farm field days are held to share information with owners.

All staff participate in appropriate courses, for example, Feedsmart workshop through to Ice House courses.

Recruitment and employment processes are well structured and there is a focus on staff development and internal promotion.

Specific interests of staff are actively supported, such as the establishment of a pole nursery.

Regular meetings of managers ensure information flows are maintained to enable quality decision-making.

Staff are valued and their health and safety prioritised. Comprehensive systems are in place at all levels to encourage an effective safety culture.

Climate survey allows formal process for staff feedback throughout the business.

ENVIRONMENT/SUSTAINABILITY

The business demonstrates a strong commitment to environmental planning and action with level three Land Environment Plans completed on all blocks. Documented action plans with time lines are in place and reviewed regularly.

Riparian fencing is underway, together with plans to retire approx. 400ha of steep coastal land.

Pole plantings are underway according to a prioritised schedule with poles supplied from an on-farm nursery. Attractive shelter belts of native species have been established.

Strong relationships have been developed with the local council to achieve beneficial outcomes for all, including sourcing co-funding and good advice for projects.

Environmental effects are a key part of decision making around cropping and stock management programmes.



»» Whangara Farms

DIRECTORY

Tribal affiliation: Ngati Konohi

Number of owners: 2,038

BOARD

Ingrid N Collins – *Chairperson representing Whangara B5 Incorporation*
Stan Pardoe – *Deputy Chairperson representing Pakarae A & Other Blocks*
Jacqueline Blake – *representing Tapuwae Whitiwhiti Incorporation*
Bernard Card – *Independent Board Member*
Murray Jamieson – *Independent Board Member*

FARM STAFF

Richard Scholefield – *General Manager*

Andrew Burns – *Manager Whangara B5/Tapuwaeh Whitiwhiti*
Adrian Allen – *Senior Shepherd*
Glenn Morris – *Shepherd*
Todd Lee – *Shepherd*
Angus McArthur – *Junior Shepherd*

Robbie Love – *Manager Pakarae*
Jamal Hinaki – *Head Shepherd*
Puihi Tau – *Shepherd General*

Scott Lasenby – *Manager Rototahi/Puatai*
Kory Cross – *Head Shepherd*
Gardinar Albert – *Junior Shepherd*

Ricky Bullock – *Manager Tongataha*
Riki-Lee Wallace – *Head Shepherd*
Sarah Menzies – *Junior Shepherd*

Renee Grigson – *Casual Technician*
John Oliver – *Casual Fencer*

FARM DESCRIPTION

Whangara Farms is 8,300 hectares total land area, with 6,900 hectares effective. We farm this area in four separately managed farming units:

Whangara B5/Tapuwaeh Whitiwhiti 3,450 hectares

Pakarae 1,790 hectares

Rototahi/Puatai 1,610 hectares

Tongataha 1,450 hectares

Tongataha is located at Ruakituri (approximately one hour thirty west of Gisborne) the remaining lands are farmed contiguously at Whangara. We have 25 kilometres of coastline and 20 kilometres of roadside. Each separately managed farm specialises in a particular aspect of the total business operation. This sees a considerable number of livestock moving through the properties each year. In total, we winter 37,500 ewes and 6,500 head of cattle.

The soil type is typically silt loam, sandy loam, Taupo airfall tephra and alluvium.



»» Whangara Farms

GOVERNANCE AND STRATEGY

VISION

“An outstanding business delivering on-going sustainable returns”

In achieving the vision, Whangara Farms and its Partners will achieve the following goals:

- Uphold the legacy for future generations, including cultural sensitivities
- Enable the entity to be in a position to take on more opportunities
- Ensure that what we have today is protected, improved and continues to provide for our people.

STRATEGIC PLAN

Our strategy is developed with a view to delivering sought after products that are genetically superior, assured with quality. We aim to integrate our breeding and finishing operations with a focus on increasing our finishing capacity. We want to be an innovative market orientated business operating on a reduced environmental footprint. We also aim to diversify our business activities away from 100% sheep and beef operations. We want all those involved in Whangara Farms to be motivated to achieve this through an alignment of strategy and values. In achieving this, we will establish the Whangara Farms brand as standing for quality in the market place.

Our five-year goals are:

- Sustainable farming systems/resource management
- Maintain and increase dividend to shareholders
- 145% lambing, 100% in ewe hoggets, 95% calving and 90% calving in heifers
- Purchase a finishing farm
- An Economic Farm Surplus of \$500/ha consistently achieved
- Further enhance the Whangara Farms brand to stand for quality
- Skilled and motivated kai mahi with internal promotion
- Market alignment becoming an innovative market orientated business
- 75% of all production in specification, on time, supporting branded programmes
- Growth in our current business activity and through diversification.

Management review the strategic plan, business plan and budget yearly. These are then presented to the Partnership Board. Once the Partnership Board approve them, they are presented to our three Partners who must give their final approval of these documents.



»» Whangara Farms

SWOT ANALYSIS

Strengths

- Governance
- Supportive Partners
- Longevity/intergenerational
- Staff
- Management
- Good resources
- Financially stable/strong balance sheet
- Location
- Good infrastructure
- Ability to afford to use and manage science and technology to achieve improved commercial outcomes.

Weaknesses

- Summer dry
- Lack of water for irrigation
- No large contiguous flat areas
- No all weather airstrip
- Recruiting new staff to the industry.

Opportunities

- Purchase finishing farm
- Growth
- Water storage for irrigation
- Diversification
- Partnerships with likeminded organisations
- Strengthening relationships with those in the value chains
- Develop an all weather airstrip.

Threats

- Climate
- Global warming
- Biosecurity breaches
- Global political instability (Brexit/China relationship)
- Legislation
- Socioeconomic behaviour
- Lack of young people coming into agriculture
- Closure of agricultural training organisations.





Whangara Farms

VALUES

Whangara Farms governors, management, staff and shareholders value leadership, commitment, integrity respect and on-going achievement. The guiding principles for these values are:

Manaakitanga – *Hospitality*

Rangatiratanga – *Leadership*

Kaitiakitanga – *Guardianship*

Whanaungatanga – *Togetherness as one*

Our values are developed by the Board, the Partners, governance and employees. We set aside half a day a year to go back over them with everyone to make sure we are all aligned with what they mean for us.

GOVERNANCE

Whangara Farms must annually get approval from its three Partners for the Terms of Reference, strategic plan, business plan and budget.

Each of the three owners appoints a representative to the Board. This is for the two-year term. The three landowner representatives then get to select two independent board members, who also have a two-year term.

Ingrid Collins (representing Whangara B5) brings a wealth of experience in Maori land as well as governance skills through her position on a number of boards, and as Chief Executive Co-owner of Three Rivers Medical Ltd.

Stan Pardoe (representing Pakarae) has a wealth of experience through his many governance roles and farming background.

Jacqueline Blake (representing Tapuwae Whitiwhiti) has a legal background and years of experience on the Tapuwae Whitiwhiti Board.

Bernard Card (Independent) was the lead in the establishment of secretariat and General Manager of Landcorp for 20 years and has held a number of governance positions since.

Murray Jamieson (Independent) is a multiple award winning dairy farmer with experience in governance roles in the farming sector.

Whangara B5 and Pakarae A & Other Blocks each have a Rangatahi position on their Boards. These are appointed through an application process where the Board selects the successful applicant. Training is made available to these appointees in governance with the likes of the Institute of director courses.

SELECTION AND UTILISATION OF ADVISORS

Our General Manager selects the advisors he works with. The size of our operation means that we are able to go directly to the scientists for information rather than going through an intermediary such as a consultant. We always seek the best in their respective field.



»» Whangara Farms

SOCIAL / COMMUNITY / NGA TIKANGA MAORI

GOALS

Ngati Konohi te Hapu, Te Aitanga-a-Hauiti, Ngati Porou te Iwi

Whitireia/Waho Te Rangi Te Wharenuui

The Board, management, and staff maintain the land. All things are achievable by being positive, believing in your ability to govern your business with integrity, honesty and constant communication so shareholders, Board members, management and staff feel a sense of ownership and involvement. To ensure that our tikanga, social and community involvement is entrenched in our day to day business.

Bringing the Incorporations Whangara B5, Pakarae A & Other Blocks in 2006 and Tapuae Whitiwhiti in 2015 to work under the banner of Whangara Farms has not only fulfilled tikanga, but made sound economic, business and financial sense. As it was before Maori incorporations were formed, once again functioning as one.

Social: including, but not limited to – horse sports (beach racing in Uawa, Polocrosse at Whangara and Pa Wars on the East Coast on an annual basis). Tapuae Whitiwhiti have a farm dog trialing facility that meets the New Zealand Standard. The National Trials were held here in 2017. All farm staff donate their time toward these events.

Community: Whangara Farms is planning to speak with the Whangara School on a rejuvenation and research project of the wetlands adjacent to the school. Donations through the Partners to marae and church is in the vicinity of \$35,000 per annum. Scholarships are available to children and grandchildren attending Universities, Polytechnics or Wananga.

Nga Tikanga: tangi grants for shareholders, donation toward a retainer wall for urupa, upkeep of the two other urupa Tereaniui and Pouawa. Manuka has been extensively planted as a nursery for Totara. We see this as being used in the future for rebuilding of marae or waka for Ngati Konohi and the wider community. Whangara Farms makes a contribution which enables payment of an annual dividend to Partners.

STRATEGIES

Maintain whakawhanaungatanga by bringing shareholders, physically or with live streaming, once a year to our Annual General Meeting. Live streaming to the world has been a great success for those who signed in. This included shareholders in Germany, Scotland, England and Australia, as well as those in New Zealand who could not attend.

Our commitment is to 'obtain an advantage and overcome constraints.' Always looking for ways we can get ahead and are strong enough to remove any barriers that stand in our way.



Whangara Farms

FARM DATA AND FINANCIAL DATA

FARM DESCRIPTION

Total area ha	8,300
Effective grazing ha	6,900
Subdivision	1,000 paddocks, 5ha – 80ha
Water supply	Reticulated and troughed water systems throughout the farm supplying 95% of the total area. Pumps and gravity are used to move the water.
Contour (total area)	585ha flat 2,754ha rolling 2,550ha medium hill 1,020ha steep 1,391ha ineffective coastal cliffs, bush, trees, gorges, wetlands etc
Pasture (Effective area)	400ha high quality clover based forages 130ha high quality grass/clover 50ha cash crop land lease 2,900ha improved ryegrass/clover 1,000ha older improved ryegrass/clover (30 years) 2,420ha native pastures
Fertiliser applied for year kg/ha	2,220 T Sulphur Pot Super SE mixes 250kg/ha – 500 kg/ha based on Dr Doug Edemeades recommendations and focused on most limiting nutrient 2,018 T lime 2,000kg/ha – 4,000kg/ha 30 T urea 50kg/ha 30 T DAP 100kg/ha
Seasons rainfall mm	1,162mm (Feb18 – Feb19)
5 year rainfall mm (nearest location)	1,154mm; Tongataha, 1,760mm
Olsen P	6 – 40
Soil pH	5.4 – 6.2



»» Whangara Farms

LIVESTOCK SUMMARY

Stock Numbers 1st July	2015-16	2016-17	2017-18
SHEEP			
MA Ewes	21,700	22,562	22,421
2 Tooth Ewes	8,767	8,261	8,496
Ewe Hgts	6,369	7,507	5,772
In Lamb Ewe Hgts	4,000	2,000	2,380
Ram Hgts/Trade Lbs	499	716	637
Rams	291	285	273
Other Sheep	44	142	306
Total	41,670	41,473	40,285
Total Sheep SU (SSU)	40,194	39,824	38,887
CATTLE			
MA Cows	1,700	1,674	1,907
IC R2 Hfrs	260	273	257
Dry R2 Hfrs	425	434	445
R1 Hfrs	969	924	852
R1 Bulls	512	766	919
R2 Bulls	935	872	649
MA Bulls			
R1 Steers	627	494	517
R2 Steers	381	665	709
MA Steers	30	5	
Breeding Bulls	62	54	48
Total	5,901	6,161	6,303
Total Cattle SU (CSU)	30,081	31,443	32,907
Dairy Hfrs SU	–	–	–
Deer SU	–	–	–
Total SU	70,275	71,267	71,794
Stocking Rate/Ha	10.2	10.3	10.4
Sheep/Cattle Ratio %	57%	56%	54%



»» Whangara Farms

FAB - FINANCIAL AND PHYSICAL KPIS TABLE

All entrants accounts were analysed using the BakerAg financial analysis benchmarking system (FAB) to create three years of data and identify trends. It must be noted that the methodology used for these KPIs is slightly different to the B+LNZ data and those presented to owners. If you want more detail around the FAB methodology and calculations please email richmond@bakerag.co.nz

	2015-16	2016-17	2017-18
PHYSICAL SUMMARY			
Effective Area (Ha)	6,909	6,909	6,909
Total SU	70,275	71,267	71,794
SU/Ha	10.2	10.3	10.4
Sheep/Cattle Ratio %	57%	56%	54%
Labour Units	17.00	17.00	17.00
Total SU's/Lbr Unit	4,134	4,192	4,223
Scanning % MA Ewes (Ex Trips)	178%	175%	180%
Scanning % 2th Ewes (Ex Trips)	156%	153%	155%
Lambing %	*125%	132%	138%
Calving %	89%	91%	95%
Sheep D&M %	4.4%	8.9%	9.0%
Cattle D&M %	2.3%	2.3%	2.4%
Wool kg/SSU	5.40	4.90	5.10
Wool \$/Kg Greasy	\$4.05	\$2.43	\$2.18
FINANCIAL SUMMARY			
GFR/Ha	\$848	\$776	\$1,018
FWE/Ha	\$488	\$432	\$451
FWE as a % of GFR	58%	56%	44%
EFS/Ha	\$247	\$230	\$460
SUNDRY			
Debt Servicing % GFR	4%	4%	3%
Farm Profit Before Tax	\$1,941,081	\$2,005,305	\$3,006,932
Return on Capital	2.7%	2.0%	3.9%

NOTE

Lambing % is calculated using survival to sale

FWE = Farm Working Expenses – Adjusted for Fertiliser & R&M

GFR = Gross Farm Revenue

EFS = Economic Farm Surplus – Adjusted for Fertiliser & R&M

* Impacted by high lamb losses in autumn due to viral pneumonia



» Whangara Farms

SHEEP AND BEEF FARM SURVEY BENCHMARKING

There are two years of B+LNZ benchmarking in this booklet. The 2016-17 year which compares each of the entrants to the Mean and the Top 20% of farmers in their farm class ranked by earnings before interest, tax, rent and managerial salaries (EBITRm).

The Red Meat Profit Partnership (RMPP) has developed a core set of KPI measures for sheep and beef farm businesses. <https://beeflambnz.com/key-performance-indicators-kpis>. Some of these key KPIs are highlighted green in the B+LNZ benchmarking tables below.



Whangara Farms, 2016-17 Eastern North Island - Class 4

Farm Class 4, 2016-17	Unit	Mean*	Top 20%*	My Farm
Effective area	ha	549	555	6,909
Total SU at open	SU	4,653	4,843	67,538
Stocking rate (SU/ha)	SU/ha	8.5 ▲	8.7 ▲	9.8
Total SU - sheep	%	60.1	49.3	56.7
Labour	FTE	1.74	1.75	17.00
SU per labour unit	SU/FTE	2,674 ▲	2,767 ▲	3,973
Lambing (excl. hoggets)	%	123.5	128.3	135.0
Hogget contribution to total lambs	%	5.0 ▼	5.8 ▼	3.6
Calving - MA cows + R2 heifers	%	81.8 ▲	79.8 ▲	91.3
Adult sheep losses	%	5.4 ▼	5.5 ▼	8.5
Lamb losses	%	1.9	1.9	2.0
Adult cattle losses	%	2.6 ▲	0.9 ▼	2.1
Net production per ha	kg	183	235 ▼	196
	Unit	Mean*	Top 20%*	My farm
Income		per hectare	per hectare	per hectare
Total sheep	\$	\$478	\$507	\$404
Beef	\$	\$309 ▲	\$452 ▼	\$354
Other farm income	\$	\$22 ▼	\$42 ▼	\$10
Gross Farm Revenue (GFR)	\$	\$854 ▼	\$1,161 ▼	\$768
Expenses		per hectare	per hectare	per hectare
Wages (excluding manager)	\$	\$58	\$55	\$56
Animal health	\$	\$43 ▲	\$47 ▲	\$30
Weed & pest	\$	\$11 ▼	\$14 ▼	\$16
Shearing	\$	\$39	\$38	\$41
Fertiliser	\$	\$77 ▲	\$91 ▲	\$61
Vehicles & fuel	\$	\$33 ▲	\$36 ▲	\$16
Electricity	\$	\$7	\$6	\$6
Feed & grazing	\$	\$25 ▲	\$47 ▲	\$6
Cultivation & sowing	\$	\$17 ▲	\$16 ▲	\$7
Repairs & maintenance	\$	\$63 ▲	\$67 ▲	\$20
Freight	\$	\$11 ▲	\$10 ▲	\$7
Administration	\$	\$28 ▼	\$41 ▲	\$34
	Unit	Mean*	Top 20%*	My farm
		per hectare	per hectare	per hectare
Insurance & ACC	\$	\$20	\$25	\$10
Rates	\$	\$23	\$22	\$24
Farm Operating Expenditure (FOE)	\$	\$466 ▲	\$535 ▲	\$341
FOE Ratio - as percentage of GFR	%	54.6 ▲	46.0	44.4
EBITRm	\$	\$352 ▲	\$588 ▼	\$395
Farm Profit Before Tax (FPBT)	\$	\$185 ▲	\$397 ▼	\$275

*Benchmarking data is ranked by EBITRm per hectare



»» Whangara Farms

SHEEP AND BEEF FARM SURVEY ANALYSIS

This table shows the entrants benchmarked against the 2017-18 provisional B+LNZ data. The methodology used to benchmark the entrants was the same used in the B+LNZ Sheep and Beef Farm survey.



Whangara Farms, 2017-18 Provisional Data

Class 4 N.I. Hill Country East Coast	Unit	Mean 2017-18p	Whangara Farms	Variance %
Effective Area	ha	549	6,909	1,158%
Stocking Rate	SU/ha	9.1	9.8	8%
Lambing	%	131.4	139	—
Gross Farm Revenue (GFR)	\$/ha	1,089	1,014	-7%
FOE	\$/ha	572	440	-23%
EBITRm	\$/ha	467	549	18%

Lambing % = Lambs docked (Born) per ewe run with ram. Hgt lambs excluded.
FOE = Farm operating expenditure
EBITRm = Earnings before interest, tax, rent, and managers salary



»» Whangara Farms

BUSINESS MANAGEMENT

GOALS

Our business growth plan considers the following:

Existing business – to target an increase of 10kg/cwt for cattle and 1.5kg/cwt for lambs.

New partners – to continue to look for opportunities to grow and diversify the business. Additional partners would be considered where they provide qualities where we have deficiencies.

Diversification – reviewing our resources to see what genuine horticultural activities are available to us.

Brand development – we have developed a brand core and architecture document. This will be used to direct us in the future of the Whangara Farms brand.

Key relationships – we clearly understand who our customers are and where we enter the value chain. In some cases, it may be appropriate to enter the value chain through a business association with a partner.

Development – continue with our drainage, water reticulation and pasture development investments.

Lift standard of infrastructure – this is a significant programme that will see investment put back into existing structures and development of new structures. This also forms part of what our brand stands for.

Land Environment Plan (LEP) – we have a comprehensive LEP for each farm. These provide us with direction on how best to utilise the land.

Research and development – has been one of the leading factors of our success over the past ten years. Whangara Farms management's strength has been the recognition that science, technology and data collection has accelerated world-wide. We have aligned these factors with our decision making.

Biosecurity – we have resolved to protect our boundaries and import no livestock onto the property other than sires.

KEY PERFORMANCE INDICATORS THAT DRIVE BUSINESS DECISIONS

Our overall economic goal is to produce an Economic Farm Surplus of \$500/effective hectare every year. In order to achieve this, we want to produce 240kg of product per hectare, at least 80% of which meets market specifications, with Farm Working Expenses being less than 55% of Gross Farm Revenue. We will look to produce 8,000 tonnes of forage each year.

We have forage, environmental and building maintenance plans in place that document the annual desired outcomes.

People play a very important part in our strategy. Individual development plans are being put in place. We undertake an independent culture review with reports directly back to the Chairperson. The last review was conducted three years ago.

CRITERIA FOR NEW INVESTMENTS

A three-year capital works plan is presented to the Board each year. For significant investment, a separate Board paper is tabled. Depending on the investment being considered the report will contain the nature of the investment, the cost of the investment, the payback on the investment, the benefits, the risks, and the period for completion.

STRATEGIES

We have an alignment of our strategy, business plan, budget and reporting systems. Management prepare a draft strategy, business plan and budget. These are all presented to the Board together and are aligned. Once the budget has been accepted by the Board, and agreed by the Partners, management then go about operationalising the business plan for the year. The actual results are then reported back every two months to the Board against the budgeted results. In January, each year a re-forecast is prepared using actual results to December 31st, combined with forecast six-month outcomes through to June



»» Whangara Farms

FEED PRODUCTION

GOALS AND MANAGEMENT PLANS

Feed Management

We utilise FARMAX across our management blocks to monitor and match our feed supply/animal demand curve. This helps us identify deficits and surpluses and make decisions accordingly. There is a focus on being proactive not reactive with these decisions.

If we have feed deficits, we look to lower demand or input strategic nitrogen.

We also have separate block feed budgets that we use to assist with this.

We have 87 pasture cages and we collect monthly pasture growth rates. The Managers also conduct monthly pasture walks to monitor feed levels across their blocks.

We have six weather stations and seven soil moisture strips, which capture soil moisture, soil temperature, wind speed/direction, rainfall, humidity and temperature. This information is recorded every ten minutes and can be assessed from the Cloud at anytime.

Soil management and fertility

We take annual soil tests, which are independently reviewed by Dr Doug Edemeades, and then a fertiliser plan is created. The focus is on the most limiting nutrient and is specific to the different soil types across the farms.

We also review our nutrient status annually through Overseer with our Ravensdown fertiliser representative.

We use our LEP to determine the land use capability across our blocks and then manage those areas accordingly. The LEP also identify areas that we may need to retire, erosion prone areas that need to have poles planted and riparian areas that need to be fenced off.



»» Whangara Farms

ANIMAL PRODUCTION

GOALS AND MANAGEMENT PLANS

Sheep and Wool Production

Our goal is to have a 68kg Romney ewe that is highly facial eczema tolerant, lambing 145% and weaning 28kg lambs. We aim to mate 75% of our ewe hoggets at a minimum weight of 40kg lambing 100% and weaning 25kg lambs.

We target to finish 75% of our lambs to a minimum of 16kg/cwt supplying Silver Fern Farms, with the remainder sold into the store market. We have a longer-term goal to finish everything we breed but this will have to involve a separate finishing platform.

We have just started breeding our own ram hoggets via artificial insemination. This is a multiplier system using some of our elite ewes and the best semen we can source in New Zealand. We will be utilising genomics in our ram and ewe hoggets selection.

Wool has not been very profitable over the last few years, but we still aim to produce a good 35-38 micron ewe fleece and supply into premium contracts.

We are involved in some projects with Merino NZ looking at Merino genetics over some of our older Romney ewes. These lambs are kept until the wool is a suitable length then shorn with the wool-supplying premium branded programmes. The lambs are then finished and killed, supplying the Silere branded programme.

Cattle Production

We have an Angus cow herd and 60% are bred to Angus genetics with the remainder to terminal Simmental bulls. The cows consistently calve at 92-95% weaning 250kg calves.

We mate 350 R1 Angus heifers to low birth weight Angus bulls calving at 85-90%.

We have been involved with Beef and Lamb Genetics as a beef progeny test site for the last six years. This has involved 800 cows in an AI programme each year with a range of genetics and then monitoring the performance of the progeny through to processing and back into the herd. Also we AI up to 400 cows on our own account. These cows have been performance recorded as part of this project and we have created an index based on a range of measures. We have an A and B herd based on this index.

We regularly condition score our cows and focus managing them at key times throughout the year to maximise performance.

Recently we changed our cattle trading policy because of the risk of Mycoplasma Bovis and now have a closed herd with the only outside cattle coming in being tested breeding bulls and semen.

We finish all our trade cattle; a recent change has seen a shift from an 18 month to a 24 month finishing policy. We have also lifted our target carcass weights. All our cattle are supplied to Silver Fern Farms.



»» Whangara Farms

Flock and Herd Fertility

Mixed aged ewes scanning 180% – 145% lambing

Two tooth ewes scanning 160% – 135% lambing

Ewe hoggets scanning 110% – 85% lambing

MA cows scan 96% – 94% calving

R2 heifers scan 92% – 87% calving

R1 heifers scan 94% – 87% calving

Buy rams and bulls that are structurally sound and in the top 10% of the breed.

We use Sheep Improvement Limited and Estimated Breeding Values to help with this.

We also use genomics as much as we can to help identify our replacements.

We condition score ewes and cows and cull any underperforming stock. We utilise Electronic Identification tags in our ewes and cattle to monitor individual performance.

Animal Health

We independently review our animal health plans with Trevor Cook annually.

These plans are specific for each block and class of stock, and very comprehensive. We then implement the plans with the help of our local vet.

We conduct drench reduction tests on every block every five years for both sheep and cattle.

We condition score our ewes and cows regularly and take out and prioritise the tail end.

Minimal drenching of ewes with only tail end ewes drenched. No drenching of cows over R2 years. Regular faecal egg count tests of lambs and ewe hoggets to assist with the timing of drenches.

Capsules only to the in lamb ewe hoggets.

Monitor facial eczema spore counts with the local vet.

Magic eye dips for fly protection, which is fast, easy to use and provides clean spray to the sheep all the time.

Reticulated and troughed water.

Focus on maintaining and providing shade.

Facial eczema, viral pneumonia/pleurisy and barbers pole are the biggest animal health issues with our sheep. With the cattle, we are monitoring liver fluke and facial eczema.



»» Whangara Farms

HUMAN RESOURCES

GOALS

Staff are the key to the success of Whangara Farms past, present and future. We strive to have happy, motivated and highly skilled people working for us. This has been a challenge given the size of our business, demand for skilled labour and the lack of people entering the industry.

We provide training at all levels ranging from Primary ITO Level 3 through to Rabobank Farm Manager courses.

Our goal is to have internal succession for all senior roles within the business.

Currently three out of four of our managers started with us as Shepherds.

We are also focused on getting the shareholder whanau working on the farms and guarantee jobs for cadet programme graduates.

We believe it is important to have fun and regularly have staff functions. We take the staff on trips, for example to the Mystery Creek field days or All Black tests.

STRATEGIES

Advertise jobs and try to employ the best person for the job.

Clear job descriptions.

Goal of internal succession for senior roles, although this is not always possible.

Induction packs for all new employees that include an employment agreement, job description, policies and procedures, health and safety manuals, drug policy and the latest farm newsletter.

Encourage open communication about any issues at any time.

Six monthly performance reviews for all staff where goals and training needs are discussed. The reviews are a two-way conversation and we try to identify areas we can improve as an employer.

Monthly all-staff meetings provide a review of what we have been doing across the business but also to plan what is coming up, so everyone is aware.

These meetings also include information on the markets, sales and purchases and any key dates. We also have a monthly health and safety meeting.

Annual values and business strategy day with all staff, committees and Board.

RURAL PROFESSIONALS

When we identify a need, within our business for specialist advice, we seek out the best person in that field to assist us. We have identified the key areas and use these advisors as needed:

Genetics – Dr Jason Archer

Animal Health – Dr Trevor Cook

Agronomy – Dr Tom Fraser

Fertiliser/Soil Fertility – Dr Doug Edemeades

Research projects – AgResearch, Dr Katherine Tozer

FARMAX/Special projects – James Anderson

We have a close relationship with our Accountant Chris Torrie, of BDO Gisborne, who is a key member of our management team.





Whangara Farms

ENVIRONMENT / SUSTAINABILITY

GOALS

We take the kaupapa and tikanga of our taiao seriously. Our shareholders, management committees, Whangara Farms Board and staff are ever mindful of the kaitiakitanga of the whenua entrusted to our care.

- To farm the land and the livestock in the most sustainable way and leave them in a better state than we found them
- To continue implementing our LEPs.

Key performance indicators

The LEPs set out clear priorities and are the best measures of success for us. These plans are a guide and we utilise them for all land management and stock policy decisions.

Some short term KPIs are:

- All our waterways fenced off within the next four years
- Establishment of wetlands
- Improved water quality within those waterways and wetlands
- Retirement of erosion prone coastal land
- Planting of more poles up to 3,500 annually
- Establishment of more poplar and willow nurseries
- Fencing off native bush
- Planting native trees within our retirement areas
- 40ha of blackberry sprayed out annually.

STRATEGIES

The LEPs are of a very high standard and provide us with clear priorities and areas we need to focus in the short, medium and longer term.

Key focus areas are:

- Water management
- Land use capability
- Soil management
- Nutrient management
- Erosion prone land
- Retirement areas
- Weed and pest eradication.

Key strategies

- We are in the process of fencing off and retiring 400ha of marginal coastal land
- Currently plant 2,500 poles per year
- Established two poplar and willow nurseries
- Fencing off waterways and wetlands
- \$180,000 spent on weed and pest management
- Overseer used to monitor nutrient status
- Water sampling from our major waterways
- Matching stock policies with land use capability and soil structure.



»» Whangara Farms

ENTREPRENEURSHIP AND INNOVATION

Beef + Lamb New Zealand Genetics beef progeny test site – AI across 1,100 cows, genomics, Beef EQ, Estimate Breeding Values.

Performance recorded cows and elite ewes.

Beef + Lamb New Zealand Innovation Farm – five year project researching plantain/clovers on uncultivable hill country and cultivatable country monitoring animal performance, longevity and weed management.

Multiplier ram project – gold standard multiplier flock utilising AI and genomics to breed rams.

McDonalds/Silver Fern Farms/Beef + Lamb New Zealand sustainable beef project – three year project investigating how we can farm or cattle in the most sustainable way.

McDonalds Sustainable Flagship Farm – first farm outside of the EU that has achieved this status.

MerinoNZ – projects looking at Merino genetics, via AI and rams, over our Romneys and supplying wool and meat into premium branded products.

Annual research and development budget – we believe it's important to always be looking at how we can do things better on our farms and we need to invest in this.

We have run on farm trials in conjunction with AgResearch, seed companies; Tom Fraser is looking at different forages and animal performance.

Utilise weather stations and soil moisture strips.

Electronic ear tags for all ewes and cattle – monitoring individual animal performance.

Key independent advisors used that are experts in their respective fields.

FARMAX and feed budgets.

Pasture cages and pasture growth monitoring.

FarmIQ.

We provided lamb and beef to a local supermarket under our own label for 18 months. This provided us with the opportunity to get our brand directly to the customer. We learnt a lot from this programme about what it takes to supply product 52 weeks of the year.



»» Whangara Farms

FARM INFRASTRUCTURE

We have invested \$7 million over the last ten years improving the infrastructure on Whangara Farms. We have reticulated and troughed water systems on 95% of our land area. We have increased our numbers of paddocks from 700 to over 1,000.

We have put in a main laneway between the two biggest blocks to help minimise the need to move stock down the road. Underpasses are something we will look at in the future to further reduce the need to have stock and people on the road.

We have undertaken independent building inspections of all our farm buildings and houses and have created a ten year repairs and maintenance programme, which also includes any capital requirements.

We have good animal handling facilities and automatic weighing systems for cattle and sheep. We have just started to upgrade our cattle yards with concrete and steel Te Pari yards to improve cattle flow and the safety of the staff.

We are in the process of fencing of all our waterways and wetlands, which will continue over the next four years and involve over \$350,000 of fencing.

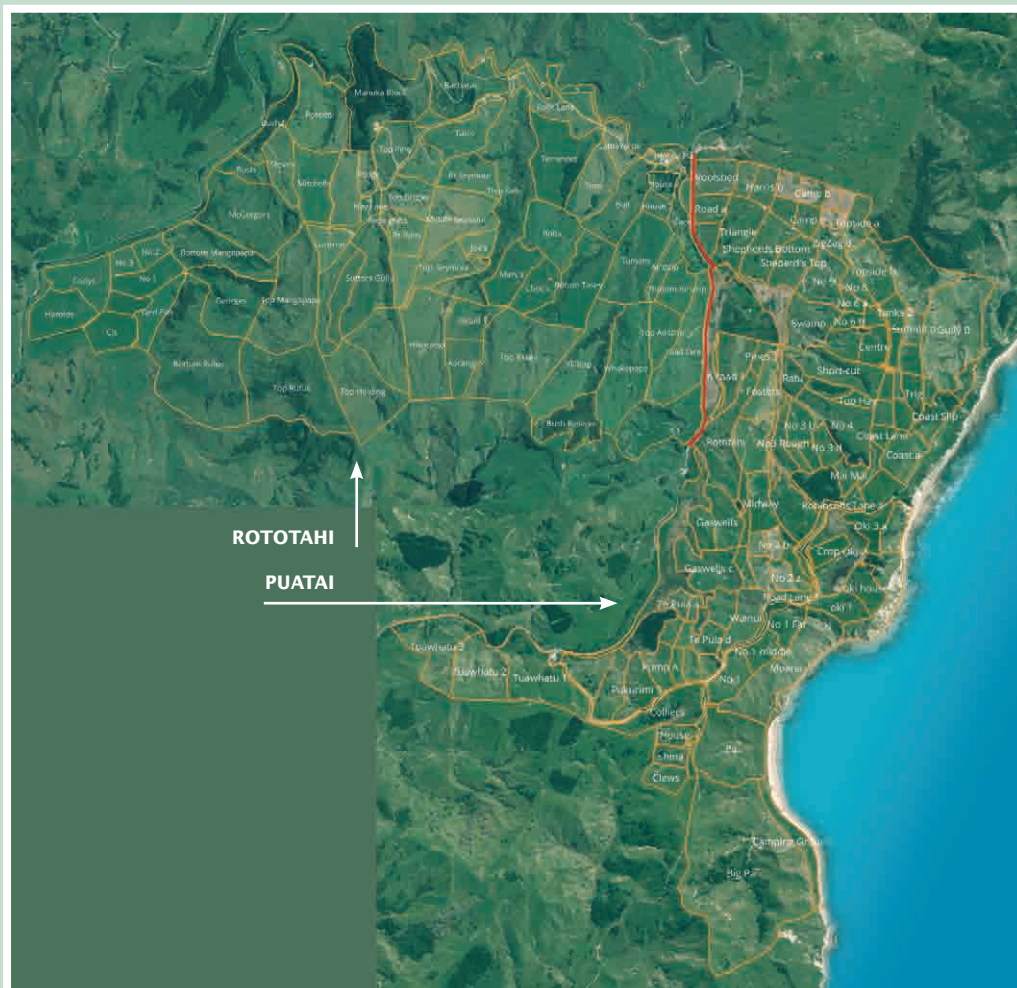


»» Whangara Farms

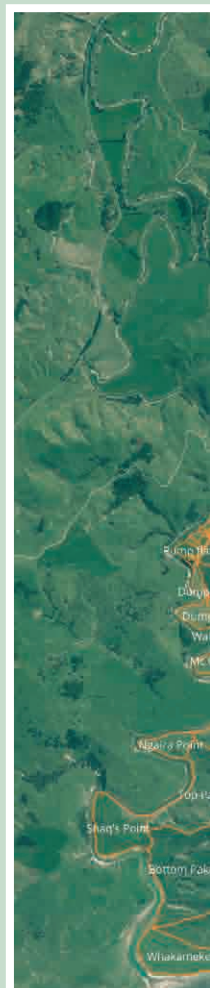
FARM MAPS



WHANGARA FARMS – LOCATIONS



ROTOTAHU/PUATAI – 1,610 ha



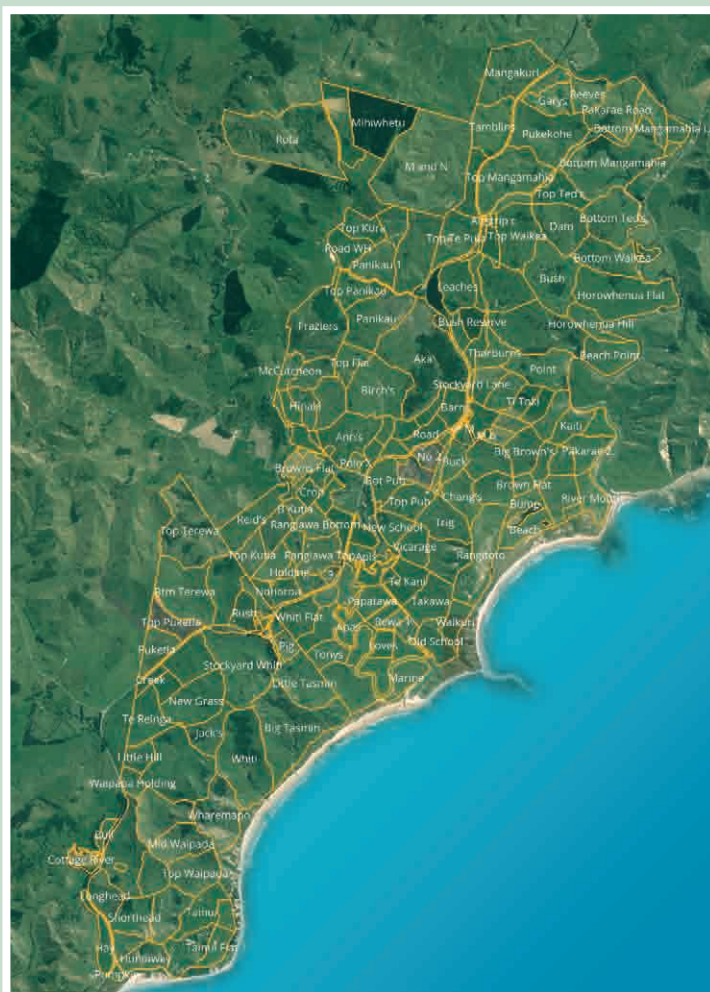
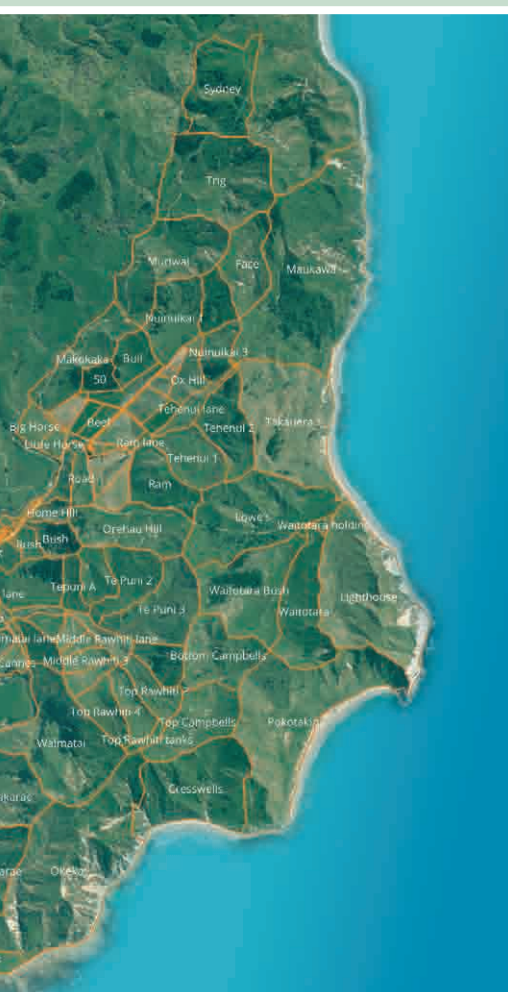
PAKARAE – 1,790 ha



»» Whangara Farms



TONGATAHA – 1,450 ha



WHANGARA BS/TAPUWAE WHITIWHITI – 3,450 Ha





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»» Te Awahohonu Forest Trust, Gwavas Station

5740 State Highway 50, Tikokino, Hawke's Bay

Field Day: Thursday 11th April 2019



»» Te Awahohonu Forest Trust, Gwavas Station

FIELD DAY PROGRAMME*

9.00	Powhiri at Gwavas Station, 5740 State Highway 50, Tikokino, Hawke's Bay
9.35	Morning tea
10.15	Introduce the Programme
10.30	Farm tour – only Four Wheel Drive and All Wheel Drive (SUV) Farm stop 1: Lands, Soils, Pastures Crops and Environment Farm stop 2: Animals, Production and Markets (Packed lunch provided to eat on farm tour)
1.00	Return to Marquee
1.30	Presentation: Economics, People and Governance
2.30	Background to the competition
2.50	Judges' comments and prize giving
3.30	Refreshments/BBQ

* 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, moving around the yards and facilities, and in handling stock. 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.

When attending an Ahuwhenua Trophy field day, please ensure you have clean footwear and vehicles are not carrying fresh muck or vegetation. This will help reduce the risk of spreading weeds, pests and diseases onto our host farms and across our country.



»» Te Awahohonu Forest Trust, Gwavas Station

HISTORY OF THE FARM

Te Awahohonu Forest Trust was formed in 1971. The Trust is constituted by the Maori Land Court as an Ahu Whenua Trust.

Te Awahohonu Forest Trust administers Tarawera C9 lands located 95km from Gwavas Station on the State Highway 5 Napier/Taupo Highway.

Tarawera C9 lands are comprised of 20,960ha in total, made up of 2623ha in Tarawera Station, 8,428ha in Awahohonu Forest, and 9,909ha Ahimanawa (Native).

The Trust had actively been pursuing the purchase of a stock finishing property since 2007 to complement the Sheep and Beef breeding enterprise on Tarawera Station. Gwavas Station was specifically purchased to receive, finish and maximise profit from all livestock bred on the Trust's larger hill country property at Tarawera.

Gwavas Station has a farming history dating back to the mid 1800s, the original station once covering 33,000 acres of land in the area. The property was previously in one family's ownership for over 150 years and the history of this period is very well documented. Members of the previous owner's family have retained ownership of two of the original Gwavas homesteads and gardens and approximately 120ha of Puahanui bush reserve within the boundaries of the Gwavas Station property.

The Trust see this reserve as a significant asset that represents the early history of the area and adds real biodiversity value to the whole property.

Since the purchase extensive efforts have been made to gather the early Maori history of the land, with the best kaumatua advice being that the station sits in a 'corridor' that was accessed by several hapu moving up and down the rohe. Local Taiwhenua representatives and previous owners say that there are no known wahi tapu sites to be found within the current Gwavas Station boundaries. However, three known pa sites are located on neighbouring properties in the area (these being Kihiao, Hakiuru and Te Rae o Te Maro).

Gwavas Station is between 240m and 350m above sea level on a predominantly complex range of mainly free draining soils comprising Takapau silts and Tukituki gravelly sands on the flats and Gwavas sandy loams on the hills with wetter Poporangi and Mangatahi soils on some of the medium terrace areas. The farm enjoys average rainfall of 1,060mm/pa, (range 650mm to 1,400mm), established from records kept dating back over 120 years.

Fertiliser is applied annually over the whole farm following August soil tests, the last few years having seen above maintenance level applications to address low soil fertility. Fertility is improving, with another above maintenance year expected in 2018/2019. Feed budgeting ensures early decisions can be made forecasting forward feed supply for priority feed allocation.

Throughout the rapid development phase since purchase, annual dividends to owners have continued and been increased once. Education grant programmes are provided each year with the number of scholarships increasing in the last twelve months. A Spirit of Adventure opportunity to develop confidence and leadership is now offered to two of our rangitahi annually.



»» Te Awahohonu Forest Trust, Gwavas Station

WHAT IMPRESSED THE JUDGES

STRATEGIC PLANNING AND GOVERNANCE

Well managed process to change the Trust Order to allow rotation of Trustees, postal voting, no proxies and votes cast according to shareholding with the aim to have the best people able to make the best decisions.

Comprehensive reviews of Trustees both internally and by external audit.

Assistant Trustee Programme is industry leading in the agri space and aligned with ensuring they develop and bring in great people to the Trust to implement their long-term strategies and create leaders.

Intergenerational knowledge retained through role of Pakeke Trustee, and an excellent means for graceful exit.

Purchase of the finishing farm has allowed both Tarawera and Gwavas to focus on their roles and simplifies both operations.

The utilisation of pooling their culture, brand, resources and human capital to benefit the Trust through group pooling agreement via Awhina Group. This is extremely beneficial to Gwavas Station.

SOCIAL / COMMUNITY / NGA TIKANGA MAORI

Connection with beneficial shareholders is strong with regular newsletters, field days on farm and social media. All Trustees have a responsibility to connect with shareholders.

The Board culture of honest discussion and respect underlies all that happens on the farm. Fluency in te reo Maori is encouraged.

Grants for tangihanga, education and personal development programmes are available to beneficial owners.

Trustees continually acknowledge their history as the basis for where they are today and build on this with their vision for the future.

FINANCIAL AND BENCHMARKING

The Trustees and management have a clearly defined granular and fluid process of planning, reviewing and reforecasting on a short term and long term basis.

Financial budgets are based on clear KPIs and targets; variance reporting occurs on a monthly basis.

Participation in Awhina Group allows benchmarking on meeting market specifications for lamb, with excellent results consistently achieved.

FEED PRODUCTION

Benefits of the intensive development programme are now being realised with improved pasture production and quality. Soil fertility has improved along with greater subdivision, stock water reticulation and construction of lanes and underpasses for ease of stock movement.

Pasture growth rates are measured and feed budgets are completed monthly and used to inform decision making around timing of stock movements, harvesting of supplements and timing of cropping programme.

Pre-grazing and residual pasture covers are measured at every stock movement.

There is good understanding of the environmental implications of the crop rotation and planning is underway to address issues identified.



»» Te Awahohonu Forest Trust, Gwavas Station

ANIMAL PERFORMANCE

Stock are weighed regularly and drafted into mobs with closer attention paid to those nearer processing.

Growth rates are monitored and clear targets are in place for carcass weight. Carcass weights have improved as a result of the pasture renewal programme. Net production per hectare is above the mean for similar farms in the region.

Animal health issues impacting the business have been identified and strategies implemented to minimise these risks.

Genetic programme has been focussed on producing terminal sired lambs from high fertility ewes. Ewes at Gwavas are mated early with a high lambing percentage and targets for carcass weight and percentage sold at key dates.

Deaths and missing are low.

HUMAN RESOURCE

Comprehensive systems and processes are in place to ensure staff return home safely every day. H&S systems are externally audited.

Major capital project of stock underpass was a H&S goal as well as improving stock handling.

Opportunities exist for career progression, as demonstrated by current manager starting in shepherd role. Professional development and courses for staff are available to help build skills.

ENVIRONMENT/SUSTAINABILITY

Trustees and management fully understand the Hawke's Bay Regional Plan and targets around nutrient loss and environmental impacts in a sensitive catchment.

A full Farm Environment Management Plan has been completed and Overseer nutrient budgets completed annually.

Stock and cropping strategies have been designed to limit damage to soils, with different classes of stock on different soil types particularly over winter, and further refinement is ongoing.

Waterways have been fenced to exclude stock.



»» Te Awahohonu Forest Trust, Gwavas Station

DIRECTORY

Tribal affiliation: Ngati Kahungunu/Ngati Hineuru

Number of owners: 1,300

TRUSTEE/BOARD

Robert Cottrell – *Chairman*

Serena O'Donnell – *Trustee*

Shane Hiha – *Trustee*

Myka Nuku – *Trustee*

Shayne Walker – *Trustee*

Tamihana Nuku – *Pakeke Trustee*

Mana Hazel – *Assistant Trustee*

TRUSTEE/BOARD

Serena O'Donnell – *Chair*

Robert Cottrell – *Farm Consultant*

Shane Hiha – *Trustee*

Leon Collier – *Accountant*

Ewan Gardiner – *Accountant*

FARM STAFF

Marty Van Heuckelum – *Farm Manager*

William McDonnell – *Shepherd/General*

John Rapsey – *Shepherd/General*

Carl Read-Jones – *Tarawera/Gwavas Farm Operations Manager*

FARM DESCRIPTION

Gwavas Station was purchased by the Te Awahohonu Forest Trust in February 2011. The Farm is located at 5740 State Highway 50, just north of Tikokino in Central Hawke's Bay. Gwavas Station comprises 1,000 hectares and the Trust also leases a further 178 hectares of adjoining land, combining to provide an effective farming area of 989 hectares.

Approximately 70% of the area is flat to easy rolling country. The balance consists of moderately steeper hills and steep faces.

Gwavas Station was acquired as a finishing property to complement the high-performance breeding platform on Tarawera Station. Since its purchase a significant development programme has been undertaken to improve farm water reticulation, subdivision, soil fertility and pastures.

The farm winters nearly 12,000 stock units made up of over 6,000 winter lambs and ewes and 1,200 R1 and R2 cattle. It finishes between 14,000 and 16,000 lambs plus approximately 800 cattle annually, from stock sourced from Tarawera Station.

The farm is run by the Farm Manager and two full time staff with the assistance of the overall Farm Operations Manager and support of the Farm Consultant.



»» Te Awahohonu Forest Trust, Gwavas Station

GOVERNANCE AND STRATEGY

VISION

Tarawera, Te Awahohonu nga whenua tuku iho o nga tipuna

Tarawera, Te Awahohonu land remains forever passed down from our ancestors

MISSION

Te Awahohonu Forest Trust will be commercially successful while continuing to grow the asset base sustainably for the benefit of current and future generations of owners.

STRATEGIC PLAN

Values

- Whakapono: honesty, integrity, transparency and trust
- Kaitiakitanga: nurturing our taonga whenua, tikanga and people
- Whanaungatanga: unity, connection and pride
- Tauwhirowhiro: excellence, innovation, enquiry, improvement and risk minimisation
- Ihi: energy, drive and exploring our potential.

GOALS

1. Demonstrate business excellence

Key Objectives

- Commercially successful
- Equity increasing
- Embracing innovation
- Leveraging through strategic partnerships
- Strong stakeholder partnerships.

2. Build strong connections with owners, staff, partners, stakeholders

Key Objectives

- Comprehensive annual owner meetings
- Online engagement
- Education training opportunities
- Whanau facilitation
- Owner field days
- Communication
- Encouragement.



»» Te Awahohonu Forest Trust, Gwavas Station

3. Enhance and protect natural resources

Key Objectives

- Improve flora, fauna
- Harmonise commercial with environmental needs
- Know our resource fully
- Preserve wahi tapu
- Pest control
- Nurture land
- Enrich taonga.

The Trust run independently facilitated Trust planning retreats which include all Trustees and key advisors and occur at least every five years.

The purpose is to develop objectives and goals for the medium to longer term that fit with the Trust's Vision and Mission. These goals and objectives are prioritised, and a plan is developed. Feedback and endorsement from owners are sought through the Annual General Meeting (AGM) process.

SWOT ANALYSIS

Strengths

- Strong collective governance and management teams
- Commitment to establishing strong owner, business and stakeholder relationships
- Strong base farm resources to leverage future production.

Weaknesses

- Limited ability to control commodity returns
- Vulnerable to summer dry seasons
- Large area of low-quality pasture species and production.

Opportunities

- To collectivise the Trust's scale with other Maori organisations and business partners
- To continue to grow owners through education, training, leadership development pathways, dividend returns
- Potential water consent opportunity for irrigation.

Threats

- Not adapting to the changing world environment through a lack of good vision and strong leadership
- National and regional legislative compliance which affect the long-term viability of our Maori land-based businesses.



»» Te Awahohonu Forest Trust, Gwavas Station

GOVERNANCE

Mandate from owners:

Trustees are conscious that they need the full support of their owners in whatever they do. This support has been achieved through:

- Being commercially successful
- Carrying out robust due diligence before investments, then regularly thereafter
- Communicating effectively with owners and being open and transparent in everything they do (wananga, field days, media and AGMs)
- Timely annual reporting with audited annual accounts (AGMs held within three months of balance date)
- Regular owner open days on farms and forest
- Formal notified resolution processes at AGMs
- Facebook, website, social media.

Process for selecting the Governance team:

- Trustees are elected for a five-year term then stand down or offer themselves for re-election; all new Trustees need approval from the Maori Land Court
- A Pakeke Trustee programme allows for retired Trustees skill retention, facilitating a succession process while retaining knowledge and mana.

Trustees have a valuable mix of skills. These include tikanga, business, finance, administration and leadership skills, spread across age and gender.

Trustee development and training approaches:

- The Trust encourages further education and Trustee upskilling
- Trustees attend selected business and industry programmes and workshops
- Trustees are actively involved in business committees with advisors and managers
- Trustees are involved in industry working groups and attend field days, industry seminars, economic summits and business forums
- Trustees participate in sub-committees; the farm sub-committee reports on both Gwavas and Tarawera Stations
- Trust succession planning is facilitated through the Assistant Trustee Programme, which develops future leaders by involving them in Board activities. Six have completed their terms, with three of these now elected as full Trustees to fill Board vacancies.



»» Te Awahohonu Forest Trust, Gwavas Station

SOCIAL / COMMUNITY / NGA TIKANGA MAORI

SOCIAL/COMMUNITY

The Trust's investment in Tikokino, where Gwavas is located, is new territory. As such, relationships with local iwi, hapu and the community are only in their infancy. To date the Trust has prioritised its objective on becoming a respected farming entity within the area while participating positively in community project opportunities and local and regional economic and environmental issues. Acknowledgement of the mana whenua hapu for this area, the history and wahi tapu sites of significance are important for the Trust. Discussion with the nearby Te Aute College to explore opportunities to attract young Maori into agriculture are progressing. Up until recent land development, Gwavas Station and the Trust hosted the Tikokino primary school cross country event and hopes to reinstate this support once the development of that area is fully completed.

The Trust demonstrates its support to the shareholders, staff and community in several ways including direct contribution, shared support with other stakeholders, strategic partnerships with business and community stakeholders.

The Trust's distribution policy is a mix of commercial and social dividends, including:

- Annual sustainable commercial dividend to shareholders (\$216,000 annually)
- Education grants (for up to three years) to six tertiary students – \$27,000 distributed annually to 18 full time students at any one time
- Tangihanga grants to owners
- Trust's young leadership programme through the Spirit of Adventure initiative
- Contribution to Te Haroto Marae through a twelve year painting maintenance programme.

Other initiatives:

- Staff are encouraged and assisted to upskill
- Trust initiated wananga with owners to encourage and facilitate education and leadership for adults and rangatahi.

Strategic partnerships include:

- Te Awahohonu Forest Trust is part of the Awhina Group, an alliance with other Maori authorities in the Central North Island and East Coast engaging in collective marketing initiatives, group purchasing, information and cost sharing and project evaluation
- Te Awahohonu Forest Trust has ongoing strong relationships with OSPRI and Hawke's Bay Regional Council as well as their key business partners and suppliers.

NGA TIKANGA MAORI

Te Awahohonu Forest Trust upholds its tikanga in all forums including engagement in business arrangements with partners and stakeholders in communities.

Wahi tapu sites of significance have been identified and mapped for protection on Tarawera C9 lands. Sites like the historic Toropapa Pa have been fully fenced for protection and the Trust has successfully initiated pest eradication programmes on their large undeveloped estate to protect native flora and fauna.

Engagement with mana whenua in the Gwavas area is important for the Trust who acknowledge and respect the current and past hapu and iwi connections to the land in this area. The Trust is working to develop a long and enduring relationship with our whanaunga hapu over the course of time. Discussions have taken place to understand the pre-European history of the area and locations of known wahi tapu sites of significance.



»» Te Awahohonu Forest Trust, Gwavas Station

FARM DATA AND FINANCIAL DATA

FARM DESCRIPTION

Total area ha	1,180 of mostly farmed area with some ineffective area including fenced off waterways and small pockets of trees.
Effective grazing ha	989
Subdivision	Over 290 paddocks and laneways.
Water supply	Water is supplied from bores and pumped to various elevated storage tanks. From storage it is mainly gravity fed to 650 troughs, staff houses and stock facilities through mostly new piping.
Contour	Approximately 70% of the area is flat to easy rolling country. The balance consists of moderately steeper hills and steep faces connecting lower terraces and river beds.
Pasture	Significant pasture renewal programme on the farm over the past seven years, approximately 300ha has been re-established in permanent perennial ryegrass and clover since purchase (AR150 ryegrass with Nomad white clover). Hill paddocks consist of mainly older rye grass, browntop and clovers.
Fertiliser applied for year kg/ha	2017-2018 season: 325kg/ha mostly superphosphate (excludes urea) 321 T
Seasons rainfall mm	2017-2018 season: 1,070mm
NIWA 10 year rainfall mm (nearest location)	1,060mm/pa (average) Range: 650mm – 1,400 mm/pa. Can be summer dry. Serious drought 2013.
Olsen P	15 – 30 (average 22.3)
Soil pH	5.9 – 6.2 (average 6.0)



»» Te Awahohonu Forest Trust, Gwavas Station

LIVESTOCK SUMMARY

Stock Numbers 1st July	2015-16	2016-17	2017-18
SHEEP			
MA Ewes	1,092	1,557	1,202
2 Tooth Ewes	–	–	–
Ewe Hgts	–	–	–
In Lamb Ewe Hgts	–	–	–
Ram Hgts/Trade Lbs	6,454	5,410	4,967
Rams	16	15	11
Other Sheep	–	–	–
Total	7,562	6,982	6,180
Total Sheep SU (SSU)	7,055	6,220	5,184
CATTLE			
MA Cows	–	121	98
IC R2 Hfrs	–	–	3
Dry R2 Hfrs	13	175	111
R1 Hfrs	178	49	222
R1 Bulls	–	–	–
R2 Bulls	–	–	–
MA Bulls	–	–	–
R1 Steers	470	383	509
R2 Steers	51	423	269
MA Steers	–	–	1
Breeding Bulls	–	–	–
Total	712	1,151	1,213
Total Cattle SU (CSU)	2,912	5,713	5,801
Dairy Hfrs SU	–	–	–
Deer SU	–	–	–
Total SU	9,967	11,933	10,985
Stocking Rate/Ha	10.1	12.1	11.1
Sheep/Cattle Ratio %	71%	52%	47%



»» Te Awahohonu Forest Trust, Gwavas Station

FAB - FINANCIAL AND PHYSICAL KPIS TABLE

All entrants accounts were analysed using the BakerAg financial analysis benchmarking system (FAB) to create three years of data and identify trends. It must be noted that the methodology used for these KPIs is slightly different to the B+LNZ data. If you want more detail around the FAB methodology and calculations please email richmond@bakerag.co.nz

	2015-16	2016-17	2017-18
PHYSICAL SUMMARY			
Effective Area (Ha)	989	989	989
Total SU	9,967	11,933	10,985
SU/Ha	10.1	12.1	11.1
Sheep/Cattle Ratio %	71%	52%	47%
Labour Units	2.50	2.50	3.30
Total SU's/Lbr Unit	3,987	4,773	3,329
Scanning % MA Ewes (Ex Trips)	177%	173%	186%
Scanning % 2th Ewes (Ex Trips)	N/A	N/A	N/A
Lambing %	138%	136%	146%
Calving %	N/A	99%	85%
Sheep D&M %	8.5%	11.0%	7.7%
Cattle D&M %	2.7%	1.3%	1.9%
Wool kg/SSU	3.30	2.00	2.30
Wool \$/Kg Greasy	\$3.81	\$1.39	\$4.60
FINANCIAL SUMMARY			
GFR/Ha	\$1,472	\$1,457	\$1,902
FWE/Ha	\$906	\$901	\$904
FWE as a % of GFR	62%	62%	48%
EFS/Ha	\$407	\$398	\$839
SUNDRY			
Debt Servicing % GFR	28%	28%	21%
Farm Profit Before Tax	\$13,037	\$13,013	\$425,981
Return on Capital	4.3%	2.9%	5.4%

NOTE

Lambing % is calculated using survival to sale

N/A = Not available

FWE = Farm Working Expenses – Adjusted for Fertiliser & R&M

GFR = Gross Farm Revenue

EFS = Economic Farm Surplus – Adjusted for Fertiliser & R&M



Te Awahohonu Forest Trust, Gwavas Station

SHEEP AND BEEF FARM SURVEY BENCHMARKING

There are two years of B+LNZ benchmarking in this booklet. The 2016-17 year which compares each of the entrants to the Mean and the Top 20% of farmers in their farm class ranked by earnings before interest, tax, rent and managerial salaries (EBITRm).

The Red Meat Profit Partnership (RMPP) has developed a core set of KPI measures for sheep and beef farm businesses. <https://beeflambnz.com/key-performance-indicators-kpis>. Some of these key KPIs are highlighted green in the B+LNZ benchmarking tables below.



Gwavas Station, 2016-17 Eastern North Island - Class 5

Farm Class 5, 2016-17	Unit	Mean*	Top 20%*	My Farm
Effective area	ha	370	289	989
Total SU at open	SU	3,069	2,450	11,160
Stocking rate (SU/ha)	SU/ha	8.3 ▲	8.5 ▲	11.3
Total SU - sheep	%	55.6	55.6	48.0
Labour	FTE	1.46	1.28	2.50
SU per labour unit	SU/FTE	2,102 ▲	1,914 ▲	4,464
Lambing (excl. hoggets)	%	121.5 ▲	140.5	142.2
Hogget contribution to total lambs	%	5.8	4.8	
Calving - MA cows + R2 heifers	%	82.8 ▲		98.5
Adult sheep losses	%	5.8 ▲	6.2 ▲	4.9
Lamb losses	%	1.4 ▼	1.2 ▼	2.9
Adult cattle losses	%	1.8 ▲	0.5 ▼	0.9
Net production per ha	kg	200 ▲	257 ▼	262
	Unit	Mean*	Top 20%*	My farm
Income		per hectare	per hectare	per hectare
Total sheep	\$	\$487	\$730	\$551
Beef	\$	\$384 ▲	\$493 ▲	\$863
Other farm income	\$	\$63 ▼	\$45 ▼	\$1
Gross Farm Revenue (GFR)	\$	\$1,030 ▲	\$1,721 ▼	\$1,415
Expenses		per hectare	per hectare	per hectare
Wages (excluding manager)	\$	\$60	\$19 ▼	\$62
Animal health	\$	\$37 ▲	\$46 ▲	\$21
Weed & pest	\$	\$25 ▲	\$76 ▲	\$17
Shearing	\$	\$41 ▲	\$41 ▲	\$36
Fertiliser	\$	\$79 ▼	\$145	\$146
Vehicles & fuel	\$	\$49 ▲	\$86 ▲	\$17
Electricity	\$	\$12 ▼	\$10 ▼	\$19
Feed & grazing	\$	\$46 ▼	\$45 ▼	\$59
Cultivation & sowing	\$	\$30 ▼	\$11 ▼	\$120
Repairs & maintenance	\$	\$77 ▲	\$80 ▲	\$49
Freight	\$	\$20 ▼	\$32 ▼	\$35
Administration	\$	\$41 ▼	\$50 ▼	\$89
	Unit	Mean*	Top 20%*	My farm
		per hectare	per hectare	per hectare
Insurance & ACC	\$	\$22	\$23	\$22
Rates	\$	\$38	\$49	\$51
Farm Operating Expenditure (FOE)	\$	\$608 ▼	\$789 ▼	\$883
FOE Ratio - as percentage of GFR	%	59.1	45.8 ▼	62.4
Interest	\$	\$153 ▲	\$95 ▲	\$1
Rent	\$	\$37 ▼	\$105 ▼	\$401
Manager salary	\$	\$12		
Depreciation	\$	\$63	\$95	\$63
EBITRm	\$	\$359 ▲	\$837 ▼	\$469
Farm Profit Before Tax (FPBT)	\$	\$157 ▼	\$638 ▼	-\$29

*Benchmarking data is ranked by EBITRm per hectare



»» Te Awahohonu Forest Trust, Gwavas Station

SHEEP AND BEEF FARM SURVEY ANALYSIS

This table shows the entrants benchmarked against the 2017-18 provisional B+LNZ data. The methodology used to benchmark the entrants was the same used in the B+LNZ Sheep and Beef Farm survey.



Gwavas Station, 2017-18 Provisional Data

Class 5 N.I. Intensive Finishing East Coast	Unit	Mean 2017-18p	Gwavas	Variance %
Effective Area	ha	370	989	167%
Stocking Rate	SU/ha	8.7	11.1	28%
Lambing	%	135.6%	147%	—
Gross Farm Revenue (GFR)	\$/ha	1,276	1,906	49%
FOE	\$/ha	663	893	35%
EBITRm	\$/ha	561	951	69%

Lambing % = Lambs docked (Born) per ewe run with ram. Hgt lambs excluded.
FOE = Farm operating expenditure
EBITRm = Earnings before interest, tax, rent, and managers salary



»» Te Awahohonu Forest Trust, Gwavas Station

BUSINESS MANAGEMENT

GOALS

- Financial performance in the top 20% farms in the same land class
- Remain kaitiaki of all its resources and true to the Trust values
- Manage and pass on Trust assets in better condition than when received
- Upskill the Trust's people
- Participate in successful collective marketing opportunities.

2018 – 2019 GOALS/KPIS

- Economic Farm Surplus \$700+ per effective ha
- Gross Farm Revenue \$1,800 per effective ha
- Farm Working Expenses \$1,100 per effective ha
- Return on Investment 4.7% (farm)
- 145% ewe lambing survival to sale
- 330kg product per ha.

STRATEGIES

Key Trust Strategies to optimise resources include:

- Continue to do the farming basics well
- Using innovation and technology
- Ongoing soil fertility improvement
- Maximising feed produced
- Optimising winter stocking rate, to > 11 SU/ha
- Mitigating biosecurity risk
- Ongoing upskilling of management and staff
- Develop marketing opportunities with Awhina Group and other partners
- Collecting and utilising key decision information
- Obtaining a resource consent to irrigate a proportion of the property.

FOCUS AREAS

- Increasing lamb weaning weights and numbers finished pre-Christmas
- Reducing sheep losses through improved feeding and stock policy adjustments
- Growing finishing cattle through winter
- Further adoption of current and new technology systems, for example Farm IQ and Electronic Identification
- Optimising spring feed management through increased spring stocking, and alternative management techniques
- Eradicating remaining gorse areas and initiating land management opportunities on sensitive landscapes
- Monitor and manage potential animal health risks.

ANNUAL BUDGETING PROCESS

April: Farm Management and Consultant draft the budget and prepare Annual Management Plans for the farms.

May/June: Farm Committee review proposed budget and make recommendations to Trustees.

June/ July: Trustees approve the Budget. Budget loaded into Cash Manager Rural system.

February: Farm budget is revised in line with seasonal conditions.

August: Annual benchmarking of farm results take place.

Monthly: Actual versus Budget Variance analysis is reported to Trustees and ten-year cash forecast updated.

CRITERIA FOR NEW INVESTMENTS

Investment opportunities pass through a screening process ensuring the opportunity fits with the Trusts objectives and values. An Investment Gateway checklist assists Trustees here. More thorough due diligence then tests the opportunity against the Trusts 'Target Asset Allocation' requirements. External experts are engaged as required.

The Trust is currently finalising its Statement of Investment Performance and Objectives policy.



»» Te Awahohonu Forest Trust, Gwavas Station

FEED PRODUCTION

The crop and pasture renewal programme will continue on selected cultivable areas increasing annual pasture production that facilitates the lamb and cattle finishing objectives.

Gwavas currently grows between 8,000 and 8,500kg DM/ha pa with newer pastures producing over 11,000kg DM/ha pa.

An extensive cropping programme has assisted pasture development on the farm. The crop sequence is:

- Short rotation Italian ryegrass (Moata) in the autumn
- Then Goliath rape planted in October for a full year cycle
- Followed by Hunter forage brassica
- A permanent perennial ryegrass and clover pasture is planted in the autumn following the forage brassica
- Currently between 150 – 180ha is committed to this cycle each season as part of the Trust's pasture renewal programme and summer forage programme for lamb finishing.

Surplus spring feed is cut for silage or baleage and fed out as supplementary feed mainly in the winter.

Feed budgeting monitors pasture growth to manage feed demand. Strategic Nitrogen applications are made when required to fill projected feed deficits in critical periods.

SOIL MANAGEMENT AND FERTILITY

The Trust aims to optimise the Gwavas fertiliser programme from annual soil tests, fertiliser recommendations and development objectives.

The goal is to maintain and increase soil fertility levels where required to underpin Gwavas Station's pasture and animal performance objectives without impacting sustainable environmental targets for the farm.

Considerable emphasis has been placed on improving previously very low soil fertility levels. Most key fertility indicators now sit nearer optimal levels.

Annual soil testing occurs in July/August. Fertiliser requirements are matched to the maintenance and capital requirements of the property. Additional fertiliser is applied for cropping, and areas harvested for baleage and silage. Lime is applied where required to optimise soil pH. Trace elements (Cobalt and Selenium) are also applied during the annual application of maintenance fertiliser.



»» Te Awahohonu Forest Trust, Gwavas Station

ANIMAL PRODUCTION

SHEEP AND WOOL PRODUCTION

1,408 ewes and 4,645 trade lambs wintered in 2018.

Goals:

- Finish 14,000 lambs purchased from Tarawera Station to high carcass weights (19kg/cwt)
- Achieve 146% lambing survival to sale
- Finish winter lambs from the prior season to average 19+ kg/cwt by October
- Finish 20% of Gwavas Station bred lambs to 17.5+ kg/cwt by 31st December
- Keep sheep deaths, killers and missing below 2.5%
- Maintain quality summer lamb pasture and establish high performing summer brassica feed crops
- Wool production targets are set at ten tonnes.

CATTLE PRODUCTION

1,252 cattle were wintered in 2018 comprising a mix of R1 and R2 heifers, steers and breeding cows.

Goals:

- Finish R2 steers to 340+ kg/cwt before 31st December
- Finish R2 heifers to 250kg/cwt before 31st December
- Deaths and losses below 1.5% in all cattle.

FLOCK AND HERD FERTILITY

Breeding Policy:

- Based on a high fertility flock of Highlander composite ewes mated early (25th March) to terminal Primera sires; over the last two years we have transitioned to Kelso maternal and terminal genetics
- Current ewe scanning is 194%
- Scanning target is 196% with a lambing % goal of 145% survival to sale.

ANIMAL HEALTH

The prime goal is to minimise animal health costs without compromising productive capability.

- Using independent animal health advice periodically for strategic animal health and management issues
- Using local vets to supply product, do day to day veterinary requirements and advise on national, local and seasonal issues as they arise
- Production objectives are discussed on farm with our advisors and a cost-effective programme developed reflecting these
- Optimal feeding of young stock and farm systems are the key components to keep animal health costs in check
- Preparing animal health protocols preventing transfer of resistant parasites or infected animals between Tarawera and Gwavas.



»» Te Awahohonu Forest Trust, Gwavas Station

HUMAN RESOURCES

The farm is effectively run with three full time labour units made up of the Farm Manager and two Shepherds. The farm also has the input of the overall Trust Farm Operations Manager, and the support of a Farm Consultant.

The Trust sees staff as one of their most important resources. High quality management and staff are the most important factors in the success of their businesses. Employing the best people, rewarding them well and providing them with the best resources and training are key factors in ensuring an ongoing successful and resilient business. Staff are encouraged and assisted to upskill in areas that are beneficial to the Trust business and their personal growth. Retention of capable staff is important however; the Trust do not discourage staff from seeking advancement elsewhere.

The Trust strategy is to recruit the most capable people and support them with training as required. The key characteristics looked for in staff are skills and capability, attitude, passion for the industry, adaptability and ability to fit into a team environment.

Employees have defined job descriptions and formal annual performance reviews are carried out across all staff. Training needs are assessed as part of the review process and based on role expectations, new technologies, farm systems and farm policies. The Trust rewards staff for performance.

Rural professionals are used where specialised professional skills are required. Expert professionals will be engaged where additional capacity is required to best assess, evaluate and advise on individual projects or topics. These may include bankers, accountants or specialist consultants depending on the area of expertise required.

Staff are encouraged to integrate into the community that surrounds the station, via schools, employment, sporting and other club memberships. The Trust is supportive of maintaining healthy and vibrant communities.

RURAL PROFESSIONALS

The Trust selects the most capable people for their advisory roles. Appropriate professional advice is always engaged wherever specialised assistance is required. Key partners such as bankers, accountants, legal advisors, service providers and other specialists are utilised to support business decisions by trustees and management. This assistance was strengthened two years ago with a specialist Farm Advisory Group formed with skilled independent parties involved.



»» Te Awahohonu Forest Trust, Gwavas Station

ENVIRONMENT / SUSTAINABILITY

GOAL

The Trust's environmental goal is to protect and enhance the natural resources (land, water, air, flora and fauna) for future generations while remaining economically viable.

KPIs

- Reducing the impact of land-based activities on water quality in our rivers and streams (stock exclusion from waterways)
- Reduced soil erosion from farm
- Optimisation of fertiliser inputs (nutrient budgets)
- Mitigating nutrient loss (nutrient budgets)
- Mitigating Green House Gas emissions (farm systems and production efficiencies)
- To protect undeveloped land
- To protect waterways, soils and water; farm waterways have been fenced off within the farm, allowing natural vegetation to regenerate and prevent erosion
- Establishing biosecurity protocols.

A Farm Environmental Management Plan has been prepared and is currently being reviewed by the Hawke's Bay Regional Council (HBRC).

Under the new HBRC Plan Change 6 – all farms in the Ruataniwha and Tukituki catchments have been required to have a Farm Environmental Management Plan in place and approved by the HBRC by May 2018. Gwavas Station engaged Ravensdown Environmental who prepared and lodged the plan with HBRC.

Ravensdown are currently working through a scenario for Gwavas that involves irrigation to see how this fits with a Farm Environmental Management Plan model for this property.

A number of other mitigation options are also being assessed but the goal is to reduce winter cropping as pasture is developed.

STRATEGIES

- Annual soil testing and Nutrient Management Plans
- Waterway protection programmes undertaken
- Planting vulnerable erosion areas and gullies
- Ongoing weed and pest control (gorse, blackberry and ongaonga)
- All paddocks fully reticulated to avoid access to natural water courses
- Manage winter feeding systems effectively
- Animal production efficiencies
- Retire and fence strategic areas of native bush
- Strategic commercial planting programmes
- Employing minimal tillage cultivation technologies
- Differential fertiliser applications based on soil tests
- Engaging in Regional Council pest control programmes.

The Gwavas Station team manages its environmental responsibility through several initiatives including fencing and protecting riparian margins and providing a fully reticulated stock water system to all paddocks and dry riverbed areas. An extensive gorse control programme started following purchase and continues. A planting programme to protect and enhance identified sensitive areas is planned as the gorse is cleared.

With the benefit of extensive past rainfall data, the Trustees saw benefits in participating in the now ceased Ruataniwha Dam irrigation project to add resilience to the farm business. The Trust are now in the process of applying for a resource consent to access 'Tranche 2' water for irrigation.



»» Te Awahohonu Forest Trust, Gwavas Station

ENTREPRENEURSHIP AND INNOVATION

Technology is a big part of modern farming methods and will continue to grow in the future. Te Awahohonu Forest Trust are early adopters using new technology where and when it adds value to the farm businesses.

Current technologies on farm are:

- Cattle EID (electronic identification data)
- Automatic animal weighing and drafting
- Customised sire selection for genetics
- Farm IQ (Cloud based data storage and farm mapping programme)
- Computers – Managers computers linked to these technologies
- iPhones and apps – all staff have smart phones linked to apps for communication and Farm IQ connectivity
- Cash Manager financial management
- Feed budgeting tools
- Nutrient budgeting
- Proof of placement technology
- Minimal tillage technology
- Weather stations for data collection.

The Trust is a member of the Awhina Group an alliance of Maori authorities and a shareholder in Miraka Ltd. The Trust also participates in several Maori agribusiness focus groups like the Red Meat Profit Partnership Pilot Farm programme and Emissions Trading Scheme and Green House Gas emissions initiatives.

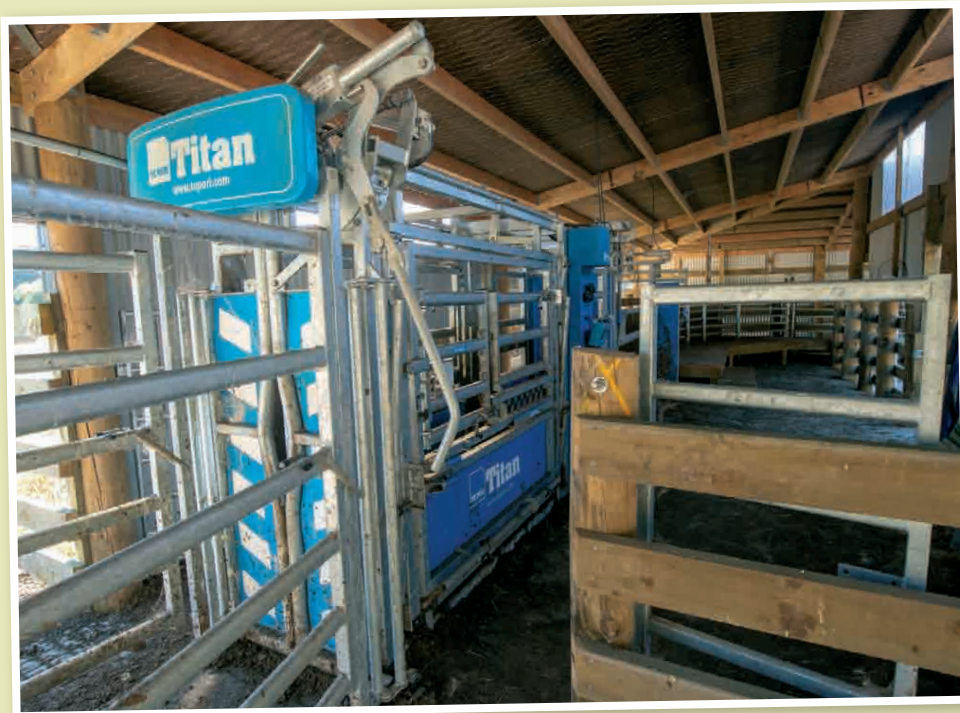


»» Te Awahohonu Forest Trust, Gwavas Station

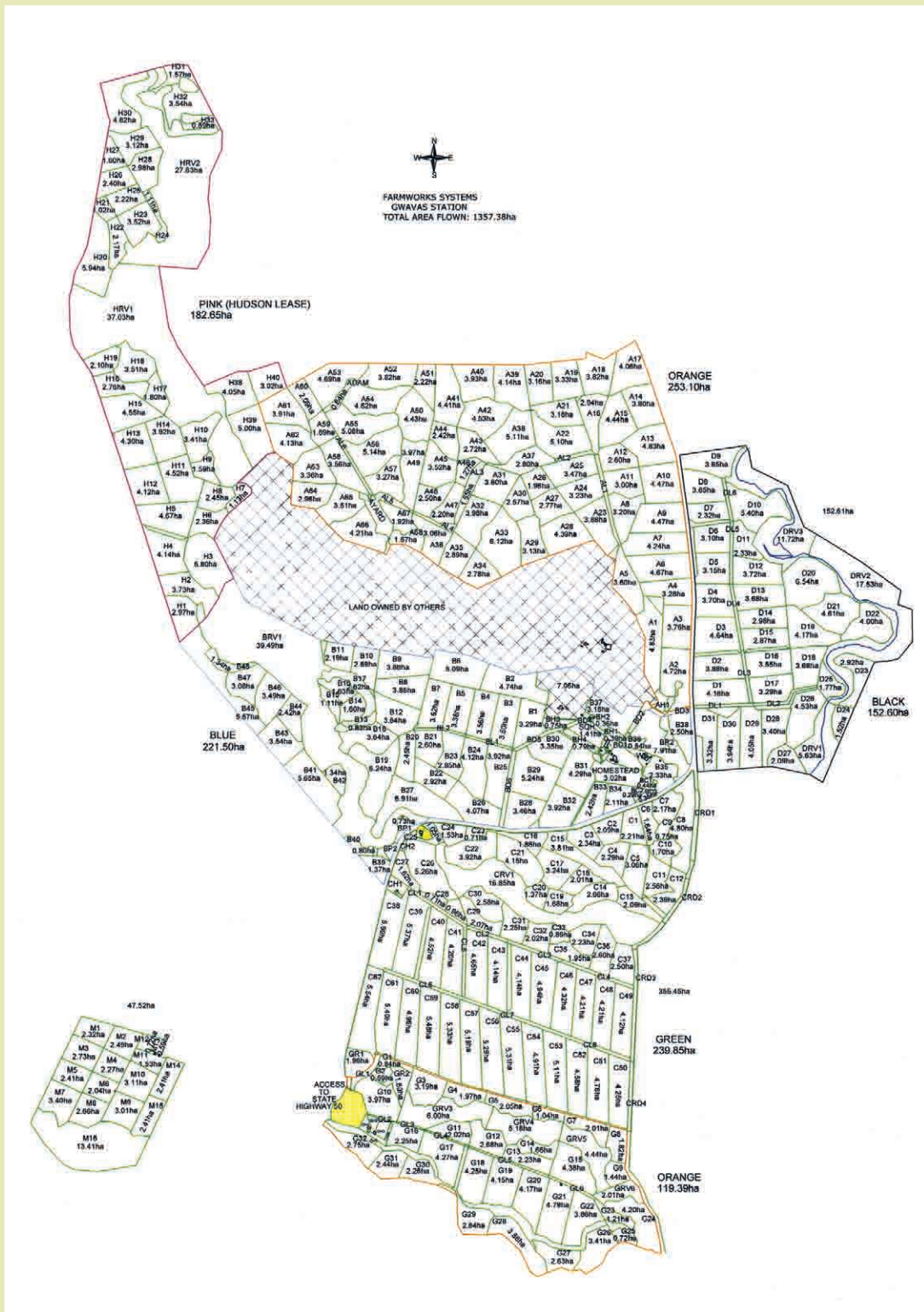
FARM INFRASTRUCTURE

Over the last seven years Gwavas Station has undertaken major upgrades to infrastructure including:

- A completely new water system was installed following the farm purchase. Water is supplied from bores and pumped to various elevated storage tanks. From storage it is mainly gravity fed to 650 troughs, staff houses and stock facilities through mostly new piping.
- Subdivision of previous paddocks into over 290 paddocks and laneways.
- Upgrades to stock handling facilities have been built and adapted to accommodate technology, new equipment, improve staff safety and animal welfare (auto drafting for sheep and cattle weigh systems).
- Two new stock underpasses were installed in 2017/2018 which help mitigate the risks involved with operating an intensive farm next to a busy main highway and improve safety for staff and road users.
- While all buildings and facilities are annually maintained, significant upgrades to housing are ongoing.
- Preservation of historical buildings register of original farm homestead.
- Drilling of four wells, exploratory and production, in conjunction with advice from water engineers, geologists and planners, to locate deep onsite water for larger scale pasture irrigation. This is being done in collaboration with other neighbouring farms.
- The Trust has also engaged with the local community to discuss water takes and potentially assist if resource consents are successful.
- Pro-active moves to buffer Gwavas from neighbouring properties when concern over Mycoplasma Bovis was raised.
- Ensuring Tarawera and Gwavas Stations remain 'closed systems' to guard against external health issues.



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»» Kiriroa Station, Eugene and Pania King

253 Motu Road, Matawai, Gisborne

Field Day: Thursday 18th April 2019



» Kiriroa Station, Eugene and Pania King

FIELD DAY PROGRAMME*

9.00	Powhiri at Kiriroa, 253 Motu Road, Matawai, Gisborne
9.35	Morning tea
10.15	Introduce the Programme
10.30	Farm tour – only bikes, quads and side-by-sides Farm stop 1: Lands, Soils, Pastures Crops and Environment Farm stop 2: Animals, Production and Markets (Packed lunch provided to eat on farm tour)
1.00	Return to Marquee
1.30	Presentation: Economics, People and Governance
2.30	Background to the competition
2.50	Judges' comments and prize giving
3.30	Refreshments/BBQ

* 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, moving around the yards and facilities, and in handling stock. 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.

When attending an Ahuwhenua Trophy field day, please ensure you have clean footwear and vehicles are not carrying fresh muck or vegetation. This will help reduce the risk of spreading weeds, pests and diseases onto our host farms and across our country.



»» Kiriroa Station, Eugene and Pania King

HISTORY OF THE FARM

Kiriroa is an example of turning a dream into reality. Hard work, commitment and always keeping their goal of farm ownership at the forefront of their decisions resulted in the purchase of Kiriroa Station by husband and wife team Eugene and Pania King in 2013.

Their journey to farm ownership started long before the purchase of Kiriroa and shows that there are many ways to achieve your goals.

Eugene was raised in the small farming community of Whangamomona in Taranaki and Pania on the fringes of Te Urewera at Whakarae by her Nanny and Koro.

The shearing industry played a major role in being able to have raised equity to get their start; having worked in an industry where you need to take a sweat towel to work stood them in good stead for what was needed to achieve farm ownership.

Eugene and Pania had started in Whangamomona on the family farm. However 2001 was a turning point for them, where along with Eugene's siblings and their partners, they decided to take a leap of faith, band together to utilise everyone's skills and assets to work together to achieve individual farm ownership.

First was the partnership with Eugene's three siblings and their partners in Mangaroa and Ruakaka Stations (seven years), followed by a partnership with Eugene's brother Ronald and his wife Justine owning Ruakaka Station (five years). For each of the respective four whanau involved, achieving their goals took between 7-12 years. Mangaroa Station in Ruakituri and Ruakaka Station in Tiniroto laid the foundation needed to build equity and then divide the equity so each whanau gained their goal and independence.

In 2012 the time was right for Eugene and Pania to go it alone. The search for a property that ticked all the boxes took longer than expected but both knew they were not going to compromise on what they wanted: they had sacrificed twelve years to get to this point.

What drew Eugene and Pania to Kiriroa was its mauri, it just felt right. In March 2013 they moved their whanau to Motu to embark on this exciting new chapter of their lives.

Though Kiriroa ticked all the boxes on a basic level, the couple had big plans to make the property truly theirs. This has included erecting new fencing for ease of stock movement and management, constructing new cattle and sheep yards, and cropping and retiring land to create the only weka habitat in Tairāwhiti.

In 2017, given what they had accomplished they were encouraged to enter the Ballance Farm Environment Awards. Of the six awards offered, the Kings won three: the Beef + Lamb New Zealand Livestock Award, the East Coast Farming for the Future Award and the CB Norwood Agri-Business Award.

The experience gained from this gave them confidence to enter the Ahuwhenua Trophy, a competition that has played a vital role in the continued learning and success of the King whanau.

Eugene and Pania and the wider King whanau now own 27,000 stock units spread across the East Coast of the North Island. Eugene and Pania's transformation of Kiriroa in such a short time frame is remarkable and a credit to their hard work and commitment to making their dream of farm ownership a reality.



»» Kiriroa Station, Eugene and Pania King

WHAT IMPRESSED THE JUDGES

STRATEGIC PLANNING AND GOVERNANCE

A clear vision for the business to meet goals for family, business profitability and the environment. The owners are very good at setting priorities and reviewing progress towards goals.

Robust decision making processes using a strong and trusted group of advisors are in place. Advice is actively sought and once a decision is made, it is put into action.

Communication is key to success.

SOCIAL / COMMUNITY / NGA TIKANGA MAORI

Decision to put whanau first is commendable – working hard together so everyone can achieve their goals. A key part of this is building in time for sport and other family activities as a core component of the business plan.

Dedicated service to, involvement in and leadership of many community activities, both locally and wider region. This includes environmental leadership, and deeply involved in supporting local school.

Strong whanau connections for the benefit of future generations.

FINANCIAL AND BENCHMARKING

Farm finances are well managed with appropriate budget setting and variance analysis to support decision making. Cash flow management systems are robust.

Profitability is a key goal and is achieved by high revenue and keeping costs under control. A stretch target of \$1,500 Gross Farm Revenue (GFR) per hectare has been set. GFR has been steadily improving towards that goal, and combined with a low cost structure, profitability has been consistently high.

The business is benchmarked against other whanau businesses and external databases.

Tree harvest will assist with debt reduction strategy – approximately 3-4ha to be harvested estimated to return \$90,000 net which will be made as a lump sum repayment to term debt.

FEED PRODUCTION

Focus on building soil fertility and subdivision for improved productivity and ease of management.

Very good understanding of what is needed to grow more feed and maintain pasture quality.

Very good pasture utilisation and animal performance through close attention to grazing management that is able to cope with seasonal variability, including the above average growth seen this year.

Brassica crop used to winter majority of cattle and used as part of pasture renewal programme.

Environmental considerations are integral to decision making on crop management, such as using direct drilling to reduce sediment loss and maintain soil carbon levels.



»» Kiriroa Station, Eugene and Pania King

ANIMAL PERFORMANCE

Meat production per hectare is well above B+LNZ Economic Service top quintile for similar farms in the region. Understanding growth rates from cattle weighed on and off crop and managed in weight groups provides useful information in support of this outcome.

High lambing percentage derived from high fertility genetics sourced from whanau group, combined with appropriate liveweight targets for hoggets, two toothed and mature ewes. Lambing percentage is well above the top quintile of Economic Service data for similar farms.

Ewes are weighed and condition scored at key times with targeted management of light conditioned stock.

Whanau group used for marketing stock to achieve premiums.

HUMAN RESOURCE

Parents are role models for their children, instilling work ethic and goal setting whilst also actively balancing family and work time. There is real emphasis on supporting children by setting aside weekends as whanau time.

Tamariki help on farm and are paid for the work they do.

Clear and defined roles and responsibilities for farm operations and business management.

Health and safety systems and processes in place with an external audit scheduled.

ENVIRONMENT/SUSTAINABILITY

Farm Environment Management Plan (FEMP) and Erosion Control Plan in place with clear goals and timelines for activity. Effective collaboration and joint funding with Council has enabled environmental projects to proceed.

Weka habitat established. The local school is also involved with growing and planting eco-sourced native plants and monitoring other fauna such as tuna. Weed and pest control is ongoing to protect native biodiversity. Voluntary pest control is carried out in a neighbouring reserve area.

Significant riparian fencing and planting has occurred. Shelter belts have been established for shelter and shade. Planning is in place for remnant stands of native bush to be protected in a QEII covenant.

Active erosion management occurs as part of the FEMP including a plan to stabilise banks of the Motu River and another tributary that run through the farm by establishing natives in riparian areas.

Leadership of the Motu River Catchment Group and mentoring other farmers exemplifies the commitment of this farm business to the environmental goals of the wider community.



»» Kiriroa Station, Eugene and Pania King

DIRECTORY

Tribal affiliation: Eugene – Ngati Awa me Ngaiterangi
Pania – Tuhoe me Ngati Kahungunu

Number of owners: 2

OWNER OPERATORS

Eugene King
Pania King

FARM STAFF

Casual staff as required

FARM DESCRIPTION

Kiriroa is a sheep and beef station situated in the Motu Valley, 72 kilometres northwest of Gisborne. Kiriroa 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. An annual rainfall of 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.

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

Kiriroa is owned and operated by husband and wife team, Eugene and Pania King. The farm was purchased in 2013.



»» Kiriroa Station, Eugene and Pania King

GOVERNANCE AND STRATEGY

VISION STATEMENT

To maximise production and profitability while enhancing and improving the health and wellbeing of Papatuanuku for our whanau and future generations.

STRATEGIC PLAN

- Improve profitability
- Enhance sustainability in all areas
- Grow our business
- Continued enhancement of the environment
- Investigate off-farm investment opportunities
- Ongoing education support for our sons
- Maintain a healthy balance between work and whanau time.

GOALS

SHORT TERM

Provide our sons with an education filled with opportunities to set the path for their future.

Within 3-5 years, complete our farm environmental and erosion plans.

Within 3-5 years, increase our Gross Farm Revenue to \$1,500 p/ha with Farm Working Expenses no greater than 40%.

Increase the size of our operation.

LONG TERM

Larger farming operation to build sustainable returns.

Increase the asset base to assist our children's future (future proofing).

Farm Motu B5 (our Maori lease block) to ensure our lease is established for the future – this is overseen by Te Tumu Paeroa.

To own a whanau beach house at Te Mahia.

Phase 1 – our strategic plan started 18 years ago with whanau. We worked collectively to build enough equity to each purchase our own farms.

Phase 2 – is where we are now, optimising all the qualities that Kiriroa has to offer, financially and environmentally. We are building equity to add further dimensions to our current business. This will enable us to help our children in their future endeavours.

Phase 3 – is when we have developed and grown our business to a level where we can spend some downtime at Te Mahia and enjoy watching our sons become independent young men.



»» Kiriroa Station, Eugene and Pania King

SWOT

Strengths

Whanau
Natural farming ability
Uncomplicated management and farming policies
Business relationships/partners
Running a low-cost operation
History – 21 years farming
Willingness to grow
Willingness to source and accept advice, guidance and support to achieve our vision
Active members of the Matawai Farm Discussion Group
Collaborating with business partners
Past experiences and a varied range of farming experiences: Taranaki, Ruakituri, Tiniroto.

Weaknesses

Limited opportunities to delegate workload
Key person risk.

Opportunities

Investigating on and off farm investments
Further collective whanau agreements
Expand farm investments
The next generation – our sons.

Threats

Climate/weather
Exposure to the market
Commodity and financial market.

GOVERNANCE TEAM

As a husband and wife partnership our governance is simple and robust. To assist us in our decision-making we have created a team that supports our goals and aspirations. Each member brings a different skill set to the table which enhances our business.

- Eugene and Pania King – *Owner Operators*
- Allan de Lautour – *Chrisp & Davidson Chartered Accountant*
- Andrew Allan – *Rabobank*
- Ben Maude – *Rabobank*
- Hamish Newman – *Farmer*

Our team covers farming, financial and banking expertise. In addition to this, we have advisers that we call on when the need arises that specialise in their respective fields, for example a Fertiliser Representative, Stock Agent, and Agronomist.

When we want to do or know something, we consult with the appropriate team member to get the correct advice and information. This has made our decision making process very effective and efficient.



»» Kiriroa Station, Eugene and Pania King

SOCIAL / COMMUNITY / NGA TIKANGA MAORI

WHAKATAUAKI

Poipoia te whenua, te wai, te hunga tangata ano hoki e ora tonu ia tatou!
Look after the land, water, and the people, and all will look after you!

GOALS

Our goal is to actively live and breathe our whakatauaki.

Te Taha Whanau – family health and positive role modelling

Whanau is the foundation of Maori society, it is our main source of strength and support, and gives us our sense of identity.

Most Maori define whanau by whakapapa, but we believe this also includes friends and other important people in our lives.

Spending time with whanau, doing things for them and getting involved, gives us a feeling of purpose, connection and wellbeing. It benefits all and builds the strength of our whanau.

We have a policy of leaving the weekends for whanau time; this has enabled us to be fully involved with our children's extra curriculum activities and gives us time to recharge our batteries.

Kaitiakitanga – guardianship, trusteeship, stewardship

Caring for all things that Papatuanuku provides, nurturing our natural taonga to survive and thrive in today's world.

We are also working through our environmental plan; this is ongoing.

Whanaungatanga – build relationships, relate well socially, communicate, have shared experiences.

We have an open door/gate policy – we are always willing to help or guide and provide in any way we can.

We are hunter/gatherers, we enjoy passing on the skills to friends and family that are needed to put kai on the table, be it from the bush, sea or garden.

Tikanga Maori – culture, customs

Teaching our younger generation the values and benefits of our heritage and way of life is important to us, from karakia and waiata to day-to-day customs.



»» Kiriroa Station, Eugene and Pania King

Manaakitanga – whanau, e hoa, kura, hapu, marae, and community

Eugene

Motu School Board of Trustees – *Member*

Motu School Fundraising Committee – *Member*

AgFirst Farm Discussion Group – *Member*

Federated Farmers – *Member*

Motu River Catchment Group – *Member*

Red Meat Profit Partnership – *Action Network Member*

Motu/Matawai Pig Hunt – *Member*

Motu Community House – *Trustee*

NZ Shearing Sports Judge

Tiniroto Easter Pig Hunt – *Past President*

Pania

Motu School Board of Trustees – *Member*

Motu School Fundraising Committee – *Member*

AgFirst Farm Discussion Group – *Member*

Federated Farmers – *Member*

Motu River Catchment Group – *Chair*

Red Meat Profit Partnership – *Action Network Member*

Motu Tuatara Project – *Member*

Motu/Matawai Pig hunt – *Member*

Motu Community House – *Trustee*

Tikiatou raua ko Ameria Biddle Whanau Trust – *Trustee*

Whinray Ecological Charitable Trust, with support from the Kiwi's for Kiwi Trust – *Volunteer*

STRATEGIES

We make whanau time as important as work time and are active members of our community.

We each support/koha marae, school, community, hapu and whanau in any way we can. We both spend many hours volunteering at our school and other community initiatives. We do this because we believe that these activities keep our community connected and alive. We have ensured that our children have been brought up knowing that giving your time, resources or expertise is something that you 'just do'.

We are participating/qualifying in Te Reo Maori L3 at the Eastern Institute of Technology to increase our confidence and ability.

We actively implement our environmental plans. We put our best foot forward as kaitiaki for Papatuanuku and all her mana.

We encourage our younger generation to tautoko all of the above: to keep our customs alive and promote what we were taught by our tipuna, and most importantly, to be proud.



»» Kiriroa Station, Eugene and Pania King

FARM DATA AND FINANCIAL DATA

FARM DESCRIPTION

Total area ha	483
Effective grazing ha	357
Subdivision	52 paddocks that vary in size, with the average being 7ha.
Water supply	Flats have reticulated water, remainder of farm, dams and natural water source.
Contour	60ha tractor country; 200ha medium hill to 97ha steep hill.
Pasture	Predominantly clover and native ryegrass on hills; 36ha new grass.
Fertiliser applied for year kg/ha	290kg/ha Superten, 30kg N applied to twinning country in spring.
Seasons rainfall mm	2,443mm (2016) 2,139mm (2017)
NIWA 10 year rainfall mm (nearest location)	2,158mm
Olsen P	14 – 29
Soil pH	5.6 – 5.8



»» Kiriroa Station, Eugene and Pania King

LIVESTOCK SUMMARY

Stock Numbers 1st July	2015-16	2016-17	2017-18
SHEEP			
MA Ewes	1,335	1,327	1,320
2 Tooth Ewes	505	472	470
Ewe Hgts	505	500	320
In Lamb Ewe Hgts	–	–	170
Ram Hgts/Trade Lbs	20	72	45
Rams	25	22	22
Other Sheep	5	–	–
Total	2,395	2,393	2,347
Total Sheep SU (SSU)	2,288	2,288	2,269
CATTLE			
MA Cows	42	34	–
IC R2 Hfrs	10	–	–
Dry R2 Hfrs	57	43	36
R1 Hfrs	52	23	26
R1 Bulls	53	110	–
R2 Bulls	80	159	107
MA Bulls	–	–	–
R1 Steers	–	–	30
R2 Steers	–	–	41
MA Steers	–	–	26
Breeding Bulls	2	2	–
Total	296	371	266
Total Cattle SU (CSU)	1,495	1,858	1,368
Dairy Hfrs SU	–	–	–
Deer SU	–	–	–
Total SU	3,783	4,146	3,637
Stocking Rate/Ha	10.6	11.6	10.2
Sheep/Cattle Ratio %	60%	55%	62%



»» Kiriroa Station, Eugene and Pania King

FAB - FINANCIAL AND PHYSICAL KPIS TABLE

All entrants accounts were analysed using the BakerAg financial analysis benchmarking system (FAB) to create three years of data and identify trends. It must be noted that the methodology used for these KPIs is slightly different to the B+LNZ data. If you want more detail around the FAB methodology and calculations please email richmond@bakerag.co.nz

	2015-16	2016-17	2017-18
PHYSICAL SUMMARY			
Effective Area (Ha)	357	357	357
Total SU	3,783	4,146	3,637
SU/Ha	10.6	11.6	10.2
Sheep/Cattle Ratio %	60%	55%	62%
Labour Units	1.30	1.30	1.30
Total SU's/Lbr Unit	2,910	3,189	2,798
Scanning % MA Ewes (Ex Trips)	175%	180%	180%
Scanning % 2th Ewes (Ex Trips)	174%	171%	174%
Lambing %	143.5%	152.4%	148.1%
Calving %	88.5%	0%	0%
Sheep D&M %	4.5%	4.9%	5.8%
Cattle D&M %	0.0%	0.8%	4.1%
Wool kg/SSU	3.70	5.70	3.80
Wool \$/Kg Greasy	\$3.68	\$2.47	\$2.46
FINANCIAL SUMMARY			
GFR/Ha	\$1,201	\$1,290	\$1,386
FWE/Ha	\$483	\$489	\$548
FWE as a % of GFR	40%	38%	40%
EFS/Ha	\$502	\$535	\$542
SUNDRY			
Debt Servicing % GFR	24%	17%	15%
Farm Profit Before Tax	\$133,372	\$165,085	\$237,879
Return on Capital	6.1%	6.0%	6.0%

NOTE

Lambing % is calculated using survival to sale

FWE = Farm Working Expenses – Adjusted for Fertiliser & R&M

GFR = Gross Farm Revenue

EFS = Economic Farm Surplus – Adjusted for Fertiliser & R&M



» Kiriroa Station, Eugene and Pania King

SHEEP AND BEEF FARM SURVEY BENCHMARKING

There are two years of B+LNZ benchmarking in this booklet. The 2016-17 year which compares each of the entrants to the Mean and the Top 20% of farmers in their farm class ranked by earnings before interest, tax, rent and managerial salaries (EBITRm).

The Red Meat Profit Partnership (RMPP) has developed a core set of KPI measures for sheep and beef farm businesses. <https://beeflambnz.com/key-performance-indicators-kpis>. Some of these key KPIs are highlighted green in the B+LNZ benchmarking tables below.



Kiriroa Station, 2016-17 Eastern North Island - Class 3

Farm Class 3, 2016-17	Unit	Mean*	Top 20%*	My Farm
Effective area	ha	821	850	357
Total SU at open	SU	6,654	6,919	3,975
Stocking rate (SU/ha)	SU/ha	8.1 ▲	8.1 ▲	11.1
Total SU - sheep	%	59.1	51.4	55.8
Labour	FTE	2.09	2.12	1.30
SU per labour unit	SU/FTE	3,184	3,264	3,058
Lambing (excl. hoggets)	%	117.9 ▲	138.3 ▲	152.4
Hogget contribution to total lambs	%	4.5	9.2	
Calving - MA cows + R2 heifers	%	80.2	80.3	
Adult sheep losses	%	4.8	5.0	4.9
Lamb losses	%	2.6	1.4	
Adult cattle losses	%	2.6 ▲	1.5 ▲	0.7
Net production per ha	kg	148 ▲	157 ▲	285
	Unit	Mean*	Top 20%*	My farm
Income		per hectare	per hectare	per hectare
Total sheep	\$	\$405 ▲	\$436 ▲	\$816
Beef	\$	\$274 ▲	\$360	\$349
Other farm income	\$	\$16 ▼	\$6 ▲	\$14
Gross Farm Revenue (GFR)	\$	\$706 ▲	\$853 ▲	\$1,178
Expenses		per hectare	per hectare	per hectare
Wages (excluding manager)	\$	\$60 ▲	\$66 ▲	\$7
Animal health	\$	\$37 ▼	\$37 ▼	\$43
Weed & pest	\$	\$9 ▼	\$6 ▼	\$11
Shearing	\$	\$37 ▲	\$30	\$28
Fertiliser	\$	\$70 ▼	\$67 ▼	\$135
Vehicles & fuel	\$	\$26	\$25	\$25
Electricity	\$	\$6 ▲	\$4 ▲	\$4
Feed & grazing	\$	\$16 ▲	\$18 ▲	\$4
Cultivation & sowing	\$	\$8 ▼	\$10 ▼	\$25
Repairs & maintenance	\$	\$74 ▼	\$55 ▼	\$146
Freight	\$	\$70 ▼	\$9 ▼	\$48
Administration	\$	\$26 ▲	\$20	\$21
	Unit	Mean*	Top 20%*	My farm
		per hectare	per hectare	per hectare
Insurance & ACC	\$	\$15	\$12	\$21
Rates	\$	\$19	\$19	\$23
Farm Operating Expenditure (FOE)	\$	\$412 ▼	\$383	\$541
FOE Ratio - as percentage of GFR	%	58.4 ▲	44.9	45.9
Interest	\$	\$59 ▼	\$87 ▼	\$181
Rent	\$	\$26 ▼	\$21 ▼	\$42
Manager salary	\$	\$24	\$7	
Depreciation	\$	\$32	\$35	\$58
EBITRm	\$	\$262 ▲	\$436 ▲	\$579
Farm Profit Before Tax (FPBT)	\$	\$153 ▲	\$320 ▲	\$356

*Benchmarking data is ranked by EBITRm per hectare



»» Kiriroa Station, Eugene and Pania King

SHEEP AND BEEF FARM SURVEY ANALYSIS

This table shows the entrants benchmarked against the 2017-18 provisional B+LNZ data. The methodology used to benchmark the entrants was the same used in the B+LNZ Sheep and Beef Farm survey.



Kiriroa Station, 2017-18 Provisional Data

Class 3 N.I. Hill Country East Coast	Unit	Mean 2017-18p	Kiriroa	Variance %
Effective Area	ha	821	357	-57%
Stocking Rate	SU/ha	8.4	9.7	15%
Lambing	%	125.2	150	
Gross Farm Revenue (GFR)	\$/ha	826	1,408	70%
FOE	\$/ha	505	410	-19%
EBITRm	\$/ha	285	906	218%

Lambing % = Lambs docked (Born) per ewe run with ram. Hgt lambs excluded.
FOE = Farm operating expenditure
EBITRm = Earnings before interest, tax, rent, and managers salary



»» Kiriroa Station, Eugene and Pania King

BUSINESS MANAGEMENT

GOALS

- Consistent Gross Farm Income
- Controlled and targeted expenditure
- Prudent capital spend
- Regular monitoring – so we understand our numbers
- Increase stock units to 7,000
- Keep FarmWorking Expenditure under 40% as a percentage of Gross Farm Revenue.

We have set goals to achieve a good balance between growing the business and our lifestyle.

Key performance indicators driving our business

- Lambing %
- Targets and weights
- Gross Farm Revenue
- Economic Farm Surplus
- Fertility
- Environment
- Land and livestock
- Education
- School/whanau/community events in balance with on-farm work.

Criteria for new investments

- Positive contribution to farm profitability
- Risk analysis that gives comfort investment would not be putting the farm at risk
- Work and lifestyle balance.



»» Kiriroa Station, Eugene and Pania King

STRATEGIES

Areas of focus to achieve our goals

- Expanding the farming operation
- Maintaining consistent results from our operation
- Looking after Kiriroa as our hub, as she is our base to grow
- Ensuring our goals align with our family values.

Key strategies currently being implemented

- Growth – actively looking for further farm land nearby to complement Kiriroa
- Actively involved in the Red Meat Profit Partnership Action Network who are experts working with us in areas such as:
 - Emissions Trading Scheme
 - Forestry
- Potential for off-farm investment
 - Commercial Property
- Other focus areas
 - Fencing/fertiliser
 - Environment

We draft the budget in conjunction with our bank manager and accountant. Part of that process is a line-by-line review of operational income and expenditure. A wish list of capital expenditure is reviewed, and decisions made about the most effective use of capital in deciding what to do in the next twelve months.

We have moved from Cash Manager Rural to Xero/Figured.

Twice a year we formally review actuals to budget and reforecast for the rest of the year with the bank. We can then either compare the actuals with the original budget if we have to reforecast. We do not lose sight of our original budget but are flexible enough to reforecast once key things are known i.e., lambing, or there is a climatic event.

We review monthly cash flow and profitability.



»» Kiriroa Station, Eugene and Pania King

FEED PRODUCTION

GOALS AND MANAGEMENT PLANS

Feed management

Quality of permanent pastures

- Predominantly ryegrass and clover on hills
- 36ha of new grass sown over the past three years.

To improve feed management we focus on feed quality and quantity. Integrating cattle into our sheep system when our growth curve skyrockets is one way we achieve this. We are constantly monitoring our feed during this time, using of the right mouths to control the feed when needed.

Forage crop yields and integrated use

12-15ha of kale is grown annually for winter feed yielding 13 T/ha (2018).

Once yields are measured, a feed budget is prepared, and decisions are then made for what classes of cattle will go onto crops and for how long.

Use of lease cost supplements and tactical use of nitrogen

- N is applied to all our twin lambing country @65kg/ha
- N is used strategically to enhance pasture growth at the right time to grow optimum amounts of grass for lactating ewes.

Development and sustainability of soil fertility

- Annual applications of fertiliser are applied – 290kg/ha Superten
- Soil testing bi-annually, these are trending in the right direction, doubled in the past five years
- 220kg/ha DAP applied on river flats with a truck, to have a more controlled application around waterways
- Urea applied strategically on twinning country pre-lamb
- All crops and new grasses are direct drilled for protection of soil structure and retaining soil moisture.

Weed control

We have sprayed blackberry, willows and other weeds on the farm. Maintenance is ongoing.



»» Kiriroa Station, Eugene and Pania King

ANIMAL PRODUCTION

GOALS AND MANAGEMENT PLANS

Sheep and Wool Production

Lambs

- Our ewe flock is put to a terminal sire, our goal is to pick as many lambs off mum at weaning @ 18-19kg average; 55% was achieved last season
- We have three weaning dates – 20th November 5-6 year old ewes; 20th December singles, and first week January twins
- At each due drench remaining lambs are weighed, everything over 40kg is sent to the works
- All lambs have been finished on-farm for the past five years.

Ewes

- Cull ewes are sent to the works at 20th November.

Shearing

- Mixed aged ewes shorn twice a year (June and January), two tooth ewes (March and December)
- Tail-end lambs shorn March
- 8,581kg of wool produced in 2017/18.

Cattle Production

We have a cattle trading policy:

- Buy in weaner bulls and steers – take through to 2 – 2½ years old
- We are flexible with the dates we buy and sell our cattle, decisions are dependent on feed levels.

Bulls and steers are processed at minimum weight of 320kg/cwt, averaging 337.8kg/cwt (2017/18).

Flock and Herd Fertility

All replacement hoggets are bought annually from Mangaroa Station, we have been building our flock with these genetics for the past five years.

At mating – target weights of 65kg for mixed aged ewes, 60kg two tooth, 42kg hoggets.

Scanning – maintain 180%+ in mixed aged ewes and 175% in two tooth (excluding triplets).

Lambing – targeting for 150% every year.

Cattle – aim to lift bull and steer weights to 350kg/cwt average.

Animal Health

- Comprehensive Animal Health Plan
- Regular consultations with animal health representative
- Shearing twice a year to minimise any issues
- Water is provided to livestock through dams, reticulated water on the flats and natural sources
- We use a stock conveyor to minimise yard time and ease of management
- We capsule our twins and in-lamb hoggets
- Kiriroa has an abundance of trees to provide shade and shelter for stock
- We are an AFFCO accredited farm
- We passed MPIs on-farm meat verification audit (2017).



»» Kiriroa Station, Eugene and Pania King

HUMAN RESOURCES

Our goal is to provide a happy, healthy and safe working environment for our family and others that contribute to the running of Kiriroa.

OUR ROLES

Eugene – *Stock Manager and Marketing*

Pania – *Finances, Environmental Management, and Health and Safety*

As a husband and wife team we are always discussing plans and decisions on a day-to-day basis. The strength of our business structure is that we always have our finger on the pulse, covering all facets of our business. All major decisions are made together after appropriate consultation with our support team.

We each have very high expectations, always performing and completing tasks to a high standard.

We hope these values and morals will be taught/passed down to our casual staff and sons.

CASUAL STAFF

We employ casual labour when needed and contractors to carry out specific tasks such as cropping, shearing and fencing. Appropriate documentation and inductions are completed. If they are inexperienced at a task, time is taken to show them what is expected – all these tasks are of a manual nature. Contractors are engaged because of the skills and expertise they have already developed in their own field of business.

Success to us is when people want to return to Kiriroa to work, and they know we appreciate their skills and help. Developing long lasting relationships throughout our business is important to us.

FAMILY

We have four sons that help on the farm when they are home from boarding school. We try to do some of the big jobs in the holidays such as docking to utilise this labour force.

Our eldest son Levi, aged 18, is in the agriculture sector and has completed his L3 Ag via Whanganui Land Based Training correspondence whilst full time shepherding for the past year with his Uncle Bart and Aunty Nukuhia at Mangaroa Station.

Levi is a very capable shearer and younger sons Haeora and Erueti can crutch and carry out the other tasks required to keep the woolshed running. They are expected to help when the need arises.

Their learning and development happens every day they are involved with our farming activities.



»» Kiriroa Station, Eugene and Pania King

RURAL PROFESSIONALS

Human resources also include our support team and other organisations that we belong to and participate with. As owner/operators we utilise these groups to help with our personal development through shared knowledge and discussions.

Our team is selected for their matauranga (knowledge), and balanced views to help guide and share their rawa (resources) with us to achieve our goals.

We utilise our rural professional team to strengthen our environmental, production and financial performances, be it; soil fertility, erosion prevention, water quality, marketing of livestock, budgeting or strategic planning.

Our support team has been developed over a long period of time. Aside from their expertise in their fields we also value their honesty, integrity and friendship.

Allan de Lautour – *Chartered Accountant, Chrisp & Davidson Chartered Accountants*

Ben Maude – *Agri-Business Manager, Rabobank*

Andrew Allan – *Agri-Business Area Manager, Rabobank*

Mark Gemmell – *Nutrient Specialist, Ballance Agri-Nutrients*

Nikki Barbarich-Waikari – *Technical Field Representative/Agronomist, PGG Wrightson Ltd*

Mark Wallace and Tina Orsler – *Veterinarians, Eastland Veterinary Services*

Kerry Worsnop – *Environmental Consultant, Irricon*

Kerry Hudson – *Land & Soils Resource Consultant, Gisborne District Council*

Malcolm Rutherford – *Regional Representative, QEII National Trust*



»» Kiriroa Station, Eugene and Pania King

ENVIRONMENT / SUSTAINABILITY

GOAL

“To protect and restore the whenua we are custodians of and to leave the land in a better state than when we arrived”

OBJECTIVE

To implement the protection and restoration measures identified in our Farm Environmental Plan and Erosion Control Plan within five years.

Actions identified in the Farm Environmental Plan and Erosion Control Plan are:

- Native blocks have been approved by QEII; when the fencing is complete the covenants will be actioned
- Avoid fertiliser applications when heavy rain forecast to minimise nutrient run-off
- Annual consultation with a fertiliser representative to improve knowledge
- Plant poles on erosion prone land for shade/shelter and to support hill stability
- Fence our section of the Motu River 100% to exclude stock
- Spot plant the rest of Kiriroa weka wetland to provide weka habitat
- Have the weka wetland habitat weed free
- Plant and fence the oxbow area beside the Motu River to restore the wetland
- Harvest pines and re-plant area to manage erosion.

KPIs for environmental success are:

- Nutrient losses are monitored using Overseer and are low
- Soil testing every two years
- Areas of natural habitat (%) of total farmed area (bush/wetland/scrub) 126ha
- Percentage of fenced waterways 2.2km
- Ki uta ki tai – mauri of the waterways on the property – eels and invertebrates are evident and abundant
- Children understand and appreciate their responsibility as future kaitiaki
- Kaitiakitanga – real life evidence, seeing flourishing native vegetation, the abundance of bird life and pristine waterways
- In 2017 we entered the Ballance Farm Environment Awards. Of the six awards offered, we won three: the Beef + Lamb New Zealand Livestock Award, the East Coast Farming for the Future Award and the CB Norwood Agri-Business Award.

Partners supporting the achievement of our KPIs:

- Nicky Davis, previously Gisborne District Council, now DOC – advised on and overseen our progress for the past four years
- Paul Murphy, Gisborne District Council – Waterways
- Kerry Hudson, Gisborne District Council – Erosion
- Malcolm Ruthford, QEII
- Kerry Worsnop, Irricon
- Paul and Shelley Cornwall, Motu School.



»» Kiriroa Station, Eugene and Pania King

STRATEGIES

Implementing our planting plan (see Farm Environmental Plan and Erosion Control Plan).

Weed control in all native and protected areas.

Pest control over all of Kiriroa.

Strategy

- To match our land classes to the appropriate stock class
- To make sure that we have the right balance between our goals of being profitable, and our desire to be kaitiaki to this whenua
- Ensuring we have funds in the budget to carry out our environmental plans
- Managing our time to prioritise our environmental actions.

Actions that implement the strategies

- Planting poplar poles in areas identified as erosion prone; an MPI grant has been approved to plant a further 600 poplar poles on erosion prone areas
- Continuous monitoring of Kiriroa's weka wetland habitats
- Ongoing pest control programme managed by our sons; they trap and pluck possums, trap rats, stoats and cats, while at the same time making some pocket money
- Riparian planting
- Planting shade and shelter belts
- Using a truck spreader on flats to avoid nutrient losses to the Motu River
- Direct drill crops to protect the soil structure and conserve soil moisture
- Eradication of pest and weeds
- Completing the fencing of our section of the Motu River as part of the Motu Catchment Project; this will be 100% fenced by April – May 2019
- 95% of our rubbish is recycled – there is NO rubbish tip on our whenua! Transfer station located on our farm boundary – 500m from farm gate.



»» Kiriroa Station, Eugene and Pania King

ENTREPRENEURSHIP AND INNOVATION

- Attend AgFirst Farm Discussion group to broaden our horizons – testing our innovation, benchmarking and keeping upskilled
- Attending agribusiness seminars – reaching out for knowledge
- Collective whanau agreements with business partners – negotiating favourable terms
- Adopting our environment – the only weka wetland habitat in Tairāwhiti
- Embracing erosion control – Motu River
- Improving environmental outcomes while increasing profitability
- Management skills – embracing change
- Family – innovative in as how we came together to work towards all purchasing our own Sheep and Beef properties; leading by example that it can be done. In addition, to continue to teach and support each other's children as we successfully grow stronger together.

FARM INFRASTRUCTURE

The infrastructure at Kiriroa was in need of a major upgrade when we arrived.

It had been previously running very few sheep, so on arrival we found that most fences were not sheep proof. We immediately set about sheep proofing every paddock, which required attention to nearly every single fence on the property. Also, an additional 3.5km of new fencing was erected, for ease of management and subdivision.

Kiriroa is now fenced into 52 paddocks.

A new set of satellite sheep yards was built, and the existing yards repaired. Many gateways had to be reconfigured to suit safe stock movement. Though not an expensive exercise, it was very time consuming.

Two QEII sites have been established and fencing has been erected to exclude stock from accessing the Motu River.

The electric fences have been reinstated in our Maori lease block, Motu B5.

We have installed a new Gallagher electric fence system and have very good power supply to the whole farm.

Tracking is of a good standard with light utility vehicle access over the whole farm.

Water supply is mainly natural sources and dams, with some reticulated water to the flats.

A new farm shed has been built, and painting of buildings including the homestead has been completed.

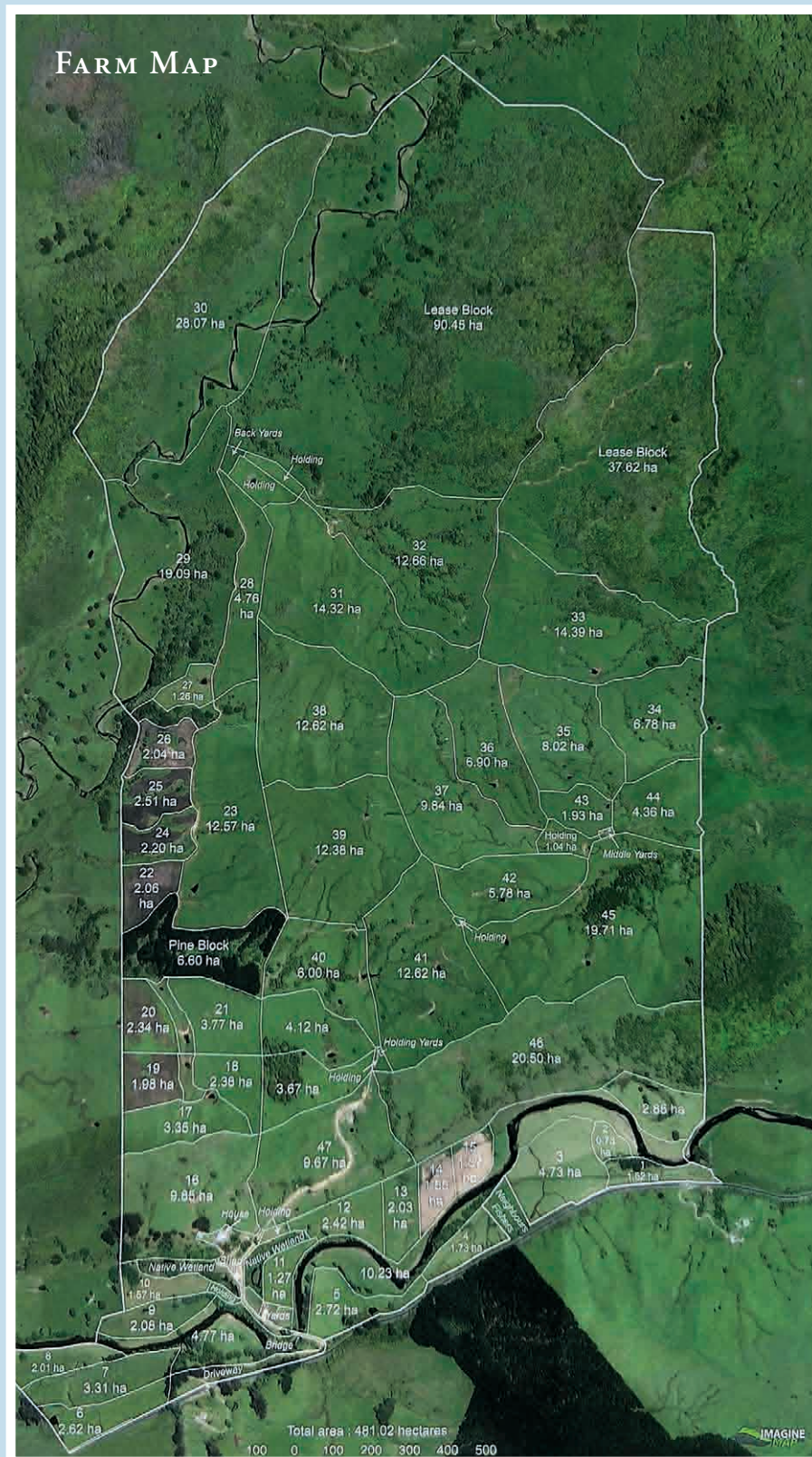
We have renovated parts of our home and made major alterations to our section by removing many overgrown trees so we can now enjoy views of the beautiful Motu River.

These changes have made Kiriroa a lot easier to farm and manage.

Development of Kiriroa has been prioritised into areas of most benefit to achieve our goals and vision.



»» Kiriroa Station, Eugene and Pania King



»» ABOUT THE COMPETITION

AIMS

- To recognise excellence in Māori farming.
- To encourage participation and ensure its sustainability.
- To use the Award to showcase achievements in the Māori farming sector, in particular successful farming approaches to governance, financing, management and the recognition of ngā tikanga Māori.
- To utilise the Award to highlight excellence in the Māori farming sector to all New Zealanders.
- To acknowledge the contribution the Māori farming sector 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 farm related 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:

- A. The efficiency with which the property is farmed relative to its potential.
- B. Financial results.
- C. The effectiveness of the governance of the farming enterprise.

But will also take account of:

- Triple Bottom Line Reporting.
- Cost of Production Analysis.



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

CRITERIA	MAX. POINTS AWARDED	FACTORS TAKEN INTO ACCOUNT INCLUDE THE FOLLOWING (WHERE POSSIBLE JUDGES WILL COMPARE WITH INDUSTRY BENCHMARKS AND BEST PRACTICE)
Governance and Strategy	20	• Strong leadership • Good strategy • Implementation of strategy • Monitoring 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 • Governance or management team's ability to include tikanga Māori in aspects of the business • Identification and protection of cultural sites
MANAGEMENT AND PERFORMANCE		
Financial and Benchmarking	20	• Economic Farm Surplus (EFS) • GFR/HA • FWE as a % of GFR • Consistency over time • Wealth creation – Leveraging Asset Base, Internal Capital Investment/Development ROC • Understanding the Financials – Budgeting, Variance Reports, KPIs
Feed Production	10	• 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 • Feed budgeting and grazing plans
Animal Performance	10	• Stock health and welfare • Genetic improvement • Reproductive and growth performance • Supply of products to market specifications • Purchasing and marketing skills
Human Resource	10	• 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 plans are being implemented • Environmental performance is being monitored and promoted • Biodiversity is being enhanced • Any innovative technologies/processes/tools and practices are being implemented and monitored
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 have the task of selecting the eventual winner. They attend the field days at each of the farms and the running of these days is a part of the competition criteria. The Ahuwhenua Trophy Management Committee greatly appreciates the support of those sponsors who have made top class agribusiness experts available to judge the event.

FINALIST JUDGES

Dana Blackburn – Chief Judge (Ngāti Rangī, Atihaunui a Pāpārangi, Ngāti Tūwharetoa)

Dana was part of a team that won the trophy in 2007. He became Chief Judge in 2011 succeeding to 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 involvement 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 and it is the knowledge gained from these experiences that Dana brings to the Judging Panel.

Sam Johnson

Sam Johnson joined BNZ as an Agribusiness Manager in 1996. As one of BNZ's Senior Partners, Sam leads the Northland team of agribusiness and commercial banking partners. With his wife Debbie, he manages 40 heifers on their 15ha at Kamo, North Whangarei, and has an interest in farming and businesses associated with the primary sector. He enjoys working with Māori businesses across Te Taitokerau and has been part of a number of recent successful ventures that haven't always fitted within the typical banking boxes. Outside of work he's involved with a number of local sports clubs and also chairs a charitable trust that promotes agricultural research and student scholarships. As a judge since 2010, he's very appreciative of the opportunity that Ahuwhenua has provided to meet a wide range of amazing people and see some incredible whenua.

Dr Gavin Sheath

Dr Gavin Sheath is an agricultural systems consultant with extensive international and domestic experience as a scientist and businessman. Dr Sheath has spent over 40 years with AgResearch in various senior management roles. Most recently he has provided strategic planning services to Māori agribusinesses, Deer Industry NZ, and DairyNZ. He has participated in technical reviews for the Ministry for Primary Industries and the Waikato River Authority and has worked in both the private and public sectors, in Japan, Mongolia and South America.

Chris Garland

Chris completed a Bachelor of Agricultural Science with first class honours at Massey University and graduated as a Massey Scholar. Chris chose a career in advisory work which seemed to be the best way of combining a farming-related occupation with a tertiary qualification. Chris is an Agribusiness Consultant with BakerAg, based in Masterton. Chris is a founding partner of the company. He specialises farm management consultancy in sheep, beef and deer systems and has a particular interest in the governance of large-scale farming operations and sits on the boards of a number of businesses running over 100,000 SU.

Chris is also the editor and publisher of the AgLetter, a weekly farm management newsletter with nation-wide following. Chris is a Fellow of the NZIPIM and was awarded the Landcorp Agricultural Communicator of the Year in 2015, along with the NZ Grasslands Consultant of the Year.

Chris is married to Cheryl who is a primary school teacher. They have three children. Chris's interests include road cycling, boating, fishing, motor-cross and flying (PPL). When the work is done, you'll find Chris at Castlepoint beach.



FIRST ROUND JUDGES

Jenny McGimpsey – Lead Judge

Jenny McGimpsey is Beef + Lamb New Zealand's Economic Service Manager for the Southern South Island, which involves data collection and analysis and forecasting for the Sheep and Beef Farm Survey. In a former role she managed the implementation of an extension programme to sheep and beef farmers in Southland. Graduating with B Hort Sc (Hons) from Canterbury University (Lincoln College), Jenny has a science background and worked on the agronomy of new and novel crops for ten years. Together with her husband and other business partners, she has an interest in a sheep and beef property on 550 ha of developed hill country in West Otago. She has extensive practical farming experience, latterly in a governance role.

Wiremu Hohaia Cottrell

Wiremu Cottrell, is 25 years old and was born and bred in the sunny Hawke's Bay. He is the son of Shearing Contractors. Following High School, he was lucky enough to be accepted into Smedley Station and Cadet Training Farm which he graduated from in 2012. From here he chose to continue with his studies at Massey University, Palmerston North where he completed a Bachelor of Agriculture Commerce - majoring in Farm Management. In February 2016, he began his career with the BNZ through the Agribusiness Graduate Programme and has since worked in a Credit Writing roll within the BNZ Mid/South Canterbury team being financially involved with some large Agribusinesses. From February 2017 to present he has been a BNZ Agribusiness Partner within the Whanganui team working with/managing a portfolio of farming businesses throughout the wider Rangitikei region. His interests outside of work include a passion for the outdoors whether it be hunting or diving as well as sport, in particular rugby, tennis and squash but more importantly time spent with friends and family as this is extremely important to him.

Shay Moon

Ko Aotea te waka, ko Ruapehu te maunga, ko Whanganui te awa, ko Atihaunui a Pāpārangi te iwi. Ko Pungarehu me Parikino nga Marae. Ko Shay Moon toku ingoa. Tena koutou, tena koutou katoa.

Shay's rural upbringing and career has continuously surrounded him with many family and corporate agricultural operations throughout his life which has developed an on-going perspective for him on New Zealand's agriculture sector.

Shay currently resides in Manawatu where he is a Corporate Agribusiness Partner with the Bank of New Zealand and manages a large and diverse Agribusiness portfolio of Dairy, Sheep and Beef, Poultry and Arable farming. Shay has a Bachelor of Commerce degree from the University of Otago and Post Graduate AgriCommerce qualification from Massey University.

Ko au te awa, ko te awa ko au.

Peter Ettema

Peter Ettema has worked for the Ministry for Primary Industries (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 and is currently the manager for the International Environment team within the International Policy Directorate at MPI. Peter has a Bachelor of Agricultural Science and a Masters of Environmental Management. Key areas of his work include climate change, resource and environmental management and extension capability across the primary sector.

Abe Seymour – Competition Kaumātua

Abe Seymour affiliates to Ngāti Tuwharetoa, Ngāti Raukawa, Ngāti Kahungunu and Atihaunui a Pāpārangi and is currently a Strategic Relations Adviser providing advice to a number of organisations including the Primary ITO. He is a shareholder in a number of trusts in and around the Central North Island and from time to time provides advice in those areas. He has also sat on a number of boards and directorships for Māori and is heavily involved and a strong advocate in training programmes for young Māori who are likely to be tomorrow's leaders. He is also involved in tertiary programmes, programme design and delivery to a number of organisations including the Waiariki Polytechnic.



TE PUNI KŌKIRI EXCELLENCE IN MĀORI FARMING AWARD 2019 SHEEP AND BEEF

»» PLATINUM SPONSOR



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

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. A legacy of hard work, fortitude and innovation is calling to today's modern Māori farmer. Te Puni Kōkiri stands beside those responding to the wero, who are creating jobs in the agricultural sector, 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.

»» GOLD SPONSORS

Ministry for Primary Industries
Manatū Ahu Matua



The Ministry for Primary Industries is a proud supporter 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.



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.



As a gold sponsor BNZ is proud to support the Ahuwhenua Trophy competition. With a team of 180 dedicated Agribusiness Partners and support staff around the country, we remain committed to continuing our extensive role in the New Zealand agribusiness sector.



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.

»» SILVER SPONSORS



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The Ahuwhenua Trophy Management Committee supports SAFER FARMS.



**AHUWHENUA
TROPHY**