

AHUWHENUA TROPHY
EXCELLENCE IN
MĀORI FARMING
AWARD 2021
DAIRY



FIELD DAY HANDBOOK

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THE AHUWHENUA TROPHY

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»» FROM THE MINISTER FOR MĀORI DEVELOPMENT



He oranga whenua, he oranga tangata.

Prosperous land leads to prosperous people.

The Ahuwhenua Trophy showcasing Māori excellence in the important pastoral and horticultural sectors is the most prestigious of its kind. It's founders, Sir Apirana Ngata and Lord Bledisloe would be thrilled to know that their vision of encouraging excellence in Māori farming is thriving. The awards provide both inspiration and aspiration.

Māori agribusiness is now a powerful driver in the New Zealand economy. Profits for Māori authority farming businesses reached \$97 million in 2018, which is almost twice the 2017 figures. More than 200 - around one-sixth - of Māori authorities are in agriculture. On average, Māori farms have four times more land than the average New Zealand farm.

Last year saw the introduction of horticulture, acknowledging its growth and significance in our culture dating back to the large and sophisticated gardening systems grown in the Pacific. From now on, the awards will alternate each year between the three sectors.

The focus for this year's competition is dairy. Māori dairy farmers own an estimated 100 million shares in Fonterra with some of the major players in the sector being large incorporations. Despite the challenges presented by COVID-19, the outlook for Māori-owned farms is considered strong.

Māori agribusiness is so much more than just an economic force. With global environmental challenges and climate change, the concept of kaitiakitanga is more relevant than ever. Our traditional values pre-date contemporary needs and the emerging focus on sustainable practises. The Māori dairy farmers we celebrate through the Ahuwhenua Trophy walk tall in both worlds.

As Minister for Māori Development, my role is to ensure whānau and Māori land owners are supported to fulfil their aspirations for their whenua, including the sustainable economic development of their land. The Ahuwhenua Trophy provides a premium stage to showcase whānau-led models in the agricultural and horticultural sector. It is a shining example of Māori success.

Nāku iti nei, nā

Hon Willie Jackson

MINISTER FOR MĀORI DEVELOPMENT



»» FROM THE MINISTER OF AGRICULTURE



Tēnā koutou

*Manaaki whenua, manaaki tāngata, haere whakamua –
Care for the land, care for the people, go forward.*

It is with much enthusiasm that I look forward to being part of the 88th Ahuwhenua Trophy competition. The legacy of Tā Apirana Ngata and Lord Bledisloe continues through the agribusinesses and people who are a part of Ahuwhenua. Year after year the competition honours their legacy and showcases the best of Māori farming to New Zealand and the world.

Despite the challenges presented by COVID-19, the future for our dairy sector looks bright. Beyond an initial setback forecast for this year, export revenue for our dairy products is expected to reach \$20.1 billion by 2022. This government remains committed to supporting Māori landowners to participate.

The Ministry for Primary Industries (MPI) continues to deliver Māori-focused services to explore ways to increase productivity and help Māori landowners achieve their aspirations. On 1 July 2019 the Māori Agribusiness Extension programme opened for business. Under this programme farmers, growers, agribusinesses, and land trusts will work towards achieving their own economic, environmental, social, and cultural aspirations through the sustainable development of their whenua. As a part of the programme, MPI has partnered with DairyNZ to support five dairy farms located in the Eastern Bay of Plenty. These farms will gain the tools, knowledge, and expertise to make on-farm change and future-proof their farming operations.

Last year I launched Fit for a Better World – Accelerating our Economic Recovery, the roadmap to set New Zealand up to guide us forward. A key component of this roadmap is sustainability: reducing our agricultural methane emissions below 2017 levels by 2050, and working to restore New Zealand's freshwater environments to a healthy state. Focusing our growth efforts on value will ensure that we protect our environment, and continue to produce food to feed ourselves and the world.

Of great significance for our roadmap is the Te Taiao Framework – a strategy informed by mātauranga and genuine partnership between Māori and Pākehā from across the primary sector. The Framework provides a pathway by which our primary sector businesses can improve the wellbeing of Te Taiao and be rewarded in the market for their commitment. In my opinion, this is what will differentiate New Zealand's primary sectors on the world stage.

I heartily congratulate this year's finalists for joining the Ahuwhenua whānau and look forward to hearing more of your successes throughout the competition and beyond. You can count yourselves among this country's best farmers.

Nō reira, tēnā koutou, tēnā koutou, tēnā koutou katoa

Hon Damien O'Connor

MINISTER OF AGRICULTURE



»» FROM THE CHAIRMAN



Whatungarongaro te tangata, toitū te whenua

There is no doubt that we are living in challenging times with the COVID-19 pandemic. As I write this, the situation in New Zealand is relatively good, however we approach this year's dairy competition with the knowledge that things could change just as they did with the inaugural competition for horticulture last year. But the good news was that the finalists and Ahuwhenua team remained positive and in the end we successfully showcased another aspect of Māori agribusiness and the Ahuwhenua whānau were able to enjoy a stunning awards evening attended by over 800 people at the Rotorua Convention Centre in November 2020.

This positive attitude in the primary sector and in particular the area of Māori agriculture is reflected by the fact that our dairy farmers were willing to put their names and organisations forward so that we have another exciting competition in the offering. We salute their ongoing commitment to uphold the vision and values of Sir Apirana Ngata and Lord Bledisloe by entering the Ahuwhenua Trophy Award. Today the three finalists are once again going to show that we have the strength and commitment of our forebears and will be staging a first class Ahuwhenua Trophy competition for 2021.

The dairy industry itself is in good shape with the farm gate milk price at a profitable level. Māori are exceptionally well placed to deal with the new government legislation to clean up our waterways and reduce greenhouse gas emissions. Respect and care for the environment as kaitiaki is in our DNA, comes naturally to us and is a given in our everyday farming systems and management philosophy. Our dairy farmers see the new regulations not as a challenge but as recognition of what we have been advocating for over many years, the recognition that Te Mana o te Wai and Te Mana o te Taiao are the values that will lead Aotearoa to embrace these challenges.

The Māori way of farming is rapidly becoming the New Zealand way and other farmers look at how our farming operations are profitable, and at the same time fulfilling their role as the kaitiaki of their whenua and wai. That is why this competition is so important in 2021. It is a unique opportunity for to Māori showcase its leadership in their care of te Taiao. To set an example that caring for the environment for future generation is not just a regulated responsibility, but a personal responsibility and the right thing to do.

The profile of Māori agribusiness has been raised as a result of the Ahuwhenua Trophy competition and the sector is more aware of our achievements and contribution to the New Zealand economy. But the wider public, including many Māori are still not fully aware of the powerhouse of the Māori economy. Let us make an extra special effort this year to raise the profile of the Ahuwhenua Trophy and honour the legacy of Lord Bledisloe and Sir Apirana Ngata.

Kingi Smiler

CHAIRMAN OF THE AHUWHENUA TROPHY MANAGEMENT COMMITTEE





Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT



He whenua taurikura, He whānau taurikura

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Excellence in Māori Farming Award for Dairy

New Zealand Government

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»» History of the Ahuwhenua Trophy



It is now 88 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 awards took into account the changing face of Māori farming and the increasing importance of Māori Incorporations and Trusts in the agribusiness sector.

In 2005, the Ahuwhenua Management Committee decided on a new structure for the competition with sheep and beef and dairy competitions being run in alternate years. In recognition of Māori involvement in the horticultural sector, it was decided that in 2020, the competition would be opened up to also include horticulture. A new trophy was designed and made and there was excellent support for this initiative.

The Ahuwhenua Trophy competition Trustees are the Minister for Māori Development, the Minister of Agriculture, and the Chief Executive of Te Puni Kōkiri. They delegate their authority to the Ahuwhenua Trophy 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.

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

Today the Ahuwhenua Trophy remains the pre-eminent accolade to win in Māori farming, and now horticulture also, 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 2018 DAIRY FINALISTS

Onuku Māori Lands Trust

The Boundary Road dairy farm belonging to the Trust was the Ahuwhenua Trophy winner in 2018. The 72ha block is situated near iconic Lake Rotomahana 30km south of Rotorua. At the time 220 cows were being milked on the property but in the past three years this has been increased to 250 cows and the land area has also been increased.

The Trustees when Onuku won the trophy are still in office, although the Chairperson, Moyra Te Arika Bramley has stepped aside to become Te Whaea o Te Poari (Lady of the Board) and Barnett Vercoe has assumed the role of Chair.

Historically the land belonging to the Trust is of significant interest because of its links to the terrible eruption of Mount Tarawera on 10th June 1886. In 1882 the land now known as the Onuku Māori Lands Trust was partitioned and handed back to Ngāti Rangitihi. The 1886 eruption wiped out the Rangitihi Pā located at Moura on the shores of Tarawera, and the world famous Pink and White Terraces on the shores of Rotomahana. The surrounding land, including that of Onuku, was covered with Rotomahana mud and portions of Tarawera ash and gravel. These soils today make up the base of the Onuku Farms. The estate stretches from Mount Tarawera in the North to Timberlands boundary in the South across State Highway 38.

Onuku says “winning the Ahuwhenua Trophy has had a hugely positive impact on the Trust and has helped drive some of the changes in other parts of its diverse operation which includes honey, forestry and now sheep milking to add to the bovine dairy operation.”

Their No 2 dairy farm has now been converted to a highly successful sheep milking operation and in the coming year they expect to milk about eighteen hundred ewes. They now supply the milk to Spring Sheep Dairy. They say the move to convert to sheep milking was to lower the environmental footprint of their overall farming operations, to offer more employment to whānau, but especially to improve profitability and increase the returns to their owners. They say they expect a big increase in profitability as a result of converting to sheep milking.



As part of this conversation they have invested in upgrading their pastures with new grasses which produce better quality feed to increase production.

Part of their ongoing philosophy has been to offer employment opportunities to owners, and they note that the sheep milking venture is employing four full time staff, as opposed to two for the dairy farm, as well as significant numbers of casual jobs during the lambing season. As well as offering employment opportunities, the Onuku Māori Lands Trust continues to provide educational grants to owners and whānau. It has also endeavoured to give existing staff opportunities to develop their skills and to take on new responsibilities.

Winning the Ahuwhenua Trophy has put the Onuku Māori Lands Trust in the agricultural spotlight and the Trust says it's very conscious of the responsibility that goes with being a part of the competition. They say they know that they are regarded as a role model and that any steps they take will be monitored. This is a positive outcome and has helped them grow their business in a more profitable and sustainable way.



The Proprietors of Mawhera Incorporation

The other finalist in the 2018 dairy competition was the Proprietors of Mawhera Incorporation, whose farm consists of 348ha in the Arahura Valley, North of the West Coast town of Hokitika. The milking platform is 257ha and the 500 cows produce 190,000 kgMS.

The historical formation of Mawhera Incorporation dates to the 1800s when Kāi Tahu, by conquest of Kāi Wairaki and Tumatakokiri, gained occupation of the manawhenua of the Tai Poutini (West Coast, South Island). After the signing of the 1840 Treaty of Waitangi, the Crown purchased approximately 3.1 million hectares of land but excluded 4,139ha to be held in 54 reserves along the breadth of Tai Poutini.

Of these 54 reserves, 39 were Schedule A Reserves (2,721ha) which were for individual allotments and clearly intended to be used and occupied by their Kāi Tahu owners. The balance was held

in 11 Schedule B Reserves totalling 1,416ha and was leased to provide income towards the general social, religious, and moral benefit of the owners. The Arahura riverbed, of huge cultural significance due to its pounamu deposits, was exempt from the purchase.

Since the competition was held in 2018, there have been no changes involved in the governance of the Trust.

The farm has had a difficult time in 2019, when a heavy rainstorm hit the West Coast resulting in a massive flood in the Arahura river. A stopbank was broken and more than 100 hectares of the farm was flooded with fences and waterlines destroyed. Silt also covered much of the area damaging pasture.

Unfortunately, the stopbank has not yet been repaired and every time there is a significant downpour, the river rises and the land floods again making it difficult to run the property. The cow numbers have been reduced to ease the problem but just how the farm will manage this in future remains to be seen.



Proud To Be Supporting Excellence In Māori Farming

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

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With quality banking, professional support and the right solutions, Māori farming operations will continue to thrive and create wealth and opportunity for shareholders. We are privileged to partner with the individuals, trusts and incorporations that make up this sector to achieve their business and community goals for today, tomorrow and future generations.

Tēnā ko te toa mahi kai e kore e paheke.

The warrior who works hard at growing food will not fail.

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»» Pouarua Farms

180 Central Road South, Ngatea

Field Day: Thursday 25th March, 2021



»» Pouarua Farms

FIELD DAY PROGRAMME*

9:30	Pōwhiri at 180 Central Road South, Ngatea
10:00	Morning tea
10:25	Programme Introduction and History of the Ahuwhenua Trophy
10:40	History, Governance and Community
11:15	Farm Tour Stop 1: Cowshed People, Animal Performance and Effluent Management
	Stop 2: Fescue Paddock Pastures, Feed Production and Soil conservation, Harakeke Plantings
12:50	Reconvene at marquee for Financials and Strategy
1:05	Judges' comments
1:15	Award Ceremony
1:40	Kai and Refreshments

* Times are approximate

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

The owners of the property wish to point out to all visitors to their property that a number of potential hazards exist in the course of travelling over the property in vehicles, and in moving around the facilities.

While the owners have taken all reasonable care in making your visit to the property as safe as possible, including preparation of a health and safety plan for the day, they clearly point out that you enter the property at your own risk. The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.

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





Pouarua Farms

HISTORY

Ngā Puke ki Hauraki ka tarehu
E mihi ana ki te whenua
E tangi ana ki te tangata
Ko Te Aroha kei roto
Ko Moehau kei waho
Ko Tikapa te moana
Ko Hauraki te whenua

Pouarua Farms are located on the Hauraki Plains, 35km south east of the Bombay Hills. The 2,200ha platform comprises ten farms – nine dairy units and one drystock unit. This is the largest single dairy platform in the Hauraki region. 4,600 cows are milked across 1,775ha and produce approximately 1.65m kgMS.

Pouarua Farms are jointly owned by Ngāti Maru, Ngāti Paoa, Ngāti Tamaterā, Ngāti Tara Tokanui and Te Patukirikiri.

The farms lie within the Māori land blocks known as Ngarua, Waitakaruru and Puhangateuru.

The Waitangi Tribunal confirmed that the iwi of Hauraki suffered raupatu by the Crown and were marginalised in their own rohe being among the most landless of iwi in the nation.

Pouarua Farm was acquired by the five iwi owners who purchased it from the State-Owned Enterprise Land Corporation New Zealand, by direct negotiations when we heard the farm could be sold off to overseas interests in 2013.

It was a fully commercial transaction using iwi cash from their Treaty of Waitangi settlements. The iwi owners today, originally owned the land which was taken by the Crown in the 19th century.

Pouarua Farms were returned to the five iwi in 2013 in the largest on-account Treaty settlement ever made by the Crown.

The farms were initially in a 50:50 sharemilking agreement with Landcorp from 2013 – 2019. Pouarua Farms are now fully operated by the iwi owners under a limited partnership arrangement. The Board is independently chaired by the Honourable John Luxton, and along with iwi representative Directors Paul Majurey, John McEnteer and Rick Braddock, they have all served from the outset of the return of Pouarua Farms to the iwi.

Since taking on full operational care in May 2019, significant productive and financial gains have been achieved by careful execution of management led by Chief Executive Jenna Smith.

The dairy farms are run as system 2 and as all the farms sit on quite raw peat of varying maturity, production and input are therefore equally as variable.

Farm A was established in 2017 after a reconfiguration of four of the farms with the intention to increase on-farm efficiencies. Milking 600 cows on 217 effective hectares through a well-equipped modern 54 bail rotary shed, the farm is the vision of its owners, with practical technologies and careful consideration for the environment.

Farm A recorded an 18% increase in per cow milk production to 390 kgMS in the 19/20 season and a 20% increase in per hectare production to 1,034 kgMS despite a significant drought. This was achieved with careful utilisation of on-farm grown feeds and adjusting the stocking rate down, as well as utilising 3-in-2 milking to conserve energy during the hotter months.

Nitrogen use is capped to 150 units/ha across all farms and Farm Environment Plans were adopted as soon as full operational care was undertaken.

A forever planting plan sees approximately 7,500 plants (Harakeke and other native species) planted annually across the entire platform. With riparian planting of the drains the main priority. Specific species are planted in cultural gardens to utilise in weaving, medicines, food (honey), bird habitat, water quality, soil conservation and landscape improvement.

Staff are supported with multiple on and off farm training opportunities, and the community is engaged through the local schools as well as a spend local policy which brings prosperity to the communities our people live in.



»» Pouarua Farms

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

Directors and senior staff have a strong sense of where they come from and form an agile governance team with an excellent knowledge of the business. The disconnection from the whenua following confiscation in the 1800s/early 1900s has driven the strategy to regain land and an active land acquisition policy. Also, a strong sense of self identity providing a sense of pride in identity and driving a strategy of not wanting to be price-takers.

There is extensive experience of bringing different iwi together as part of the Treaty settlement process and the shared purchase of the land.

Excellent lines of communication across all levels of the organisation including clear understanding of individual roles within the business.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

There is a strong focus on ngā tikanga Māori, connections to the wider community and whakapapa links to other parts of the motu. This includes the establishment of a paa harakeke utilising the knowledge of local weavers. The farm supplies food into a Manaaki Hub and have used their strong relationship with other companies, including Open Country to provide dairy products to the Hub.

Pouarua Farms focuses on staff training and in recognition that the training is required by others, the farm is opened up to enable other farmers and staff to attend shared field days. There is also a strong relationship with the local College (Project Papatūānuku).

FINANCIAL AND BENCHMARKING

There are robust processes for budgeting, cashflow management and real-time reporting. Operating profit (2019/20) at over \$3,600 per hectare (\$3.50/kgMS) is very good driven by low Farm Working Expenses (\$4.25/kgMS) and strong production levels (1,044kgMS/ha). All decisions are data driven using Xero and there is a focus on utilising wider networks to test financial performance. All farm managers get individual budget reports and a bonus system is in place recognising high levels of performance.

Return on Investment at 5.28% is good.

A range of off-farm investments have been implemented including carbon sinks, manuka honey and growing maize for sale. Additional investment opportunities are also being investigated, e.g., blueberries and supplying value-add businesses, e.g., Lewis Road Creamery. Capital investment is all from cashflow.

FEED PRODUCTION

Pouarua Farms recognise that summer feed production is the key risk so there is a focus on building feed levels through this period using a range of options including turnips (both early and late-maturing) and intercropping with direct drilled sorghum. Italian ryegrasses are used in the winter to build covers and for supplements.

Regular pasture walks are undertaken with covers and pasture growth rates monitored using Trev (a locally designed integrated farm reporting software).

Annual regrassing to industry standard and management of varying soil types across the farm are taken into consideration.





Pouarua Farms

ANIMAL PERFORMANCE

Good per cow (386kgMS/cow) and per hectare (1,044kgMS/ha) production reflecting excellent reproductive performance, good animal health and focusing on Body Condition Score for decision making. Scales are also used in the shed.

Strong focus on staff training and looking at options to optimise cashflow and improving returns of reproductive expenses, e.g., using sexed semen and Wagyu on lower producing animals. There is also a shift to Jersey A2/A2 and reducing overall liveweight per hectare.

HUMAN RESOURCE AND HEALTH AND SAFETY

There is a very strong focus on culture and training especially with the changes in staffing since taking over from Pāmu. The Team Handbook is a comprehensive introduction to Pouarua Farms. Recruitment is driven by the values of the owners and training and development is a budget-line item. There is recognition of different learning styles and tailored programmes are in place.

Achievements are recognised and shared, not only within the business but, more broadly, with suppliers.

21% of current farm staff are Māori and Pouarua Farms have ambitions to increase this going forward.

ENVIRONMENT/ SUSTAINABILITY

Farm Environment Plans have been proactively developed with actions detailed in the plan with timeframes. A key driver is to get ahead of future regulation but 'to be better than that'. This extends to the wider sustainability and best-practise focus leading to a move to being part of Synlait's Lead With Pride™ programme.

A range of other activities including riparian and amenity planting near the sheds and extensive riparian planting plans; recognising the challenges of plantings on peat.

Environmental management is included in staff training with the farm's 2IC on an effluent management course. This is alongside a \$2.5 million investment in effluent storage (using Kliptanks) and other improvements.

Technology is being used to improve farm performance and reduce the footprint. Halo™ is used for real-time monitoring of all water with a 48% reduction in water use for 2019/20 season.

Pouarua Farms and Hauraki iwi are part of on-going discussions aimed at operationalising a co-management of the local rivers in the area. Remnant wetlands are also protected within the wider rohe.

INNOVATION

There is a willingness to test and utilise new technologies and ideas to improve overall productivity, sustainability, and management (including HR). These include monitoring of water use and farm management software as well as different crops. There is also a focus on practices aimed at minimising the impact on peat (shrinkage and Carbon loss) through different drilling/no tillage systems. The farm also uses dung beetles.



»» Pouarua Farms

DIRECTORY

Tribal affiliation: Ngāti Maru, Ngāti Paoa, Ngāti Tamaterā, Ngāti Tara Tokanui and Te Patukirikiri

Number of owners: 5 iwi

DIRECTORS

Hon. John Luxton, *Chair*
Paul Majurey, *Director*
John McEnteer, *Director*
Rick Braddock, *Director*

STAFF

Jenna Smith, *Chief Executive*
Stuart Telfer, *Operations Manager*
Olivia Motion, *Business Manager*
Aaron Ashton, *2IC – Farm A*
Steven Tukerangi, *Dairy Assistant – Farm A*
Monika Tamihana, *Dairy Assistant – Farm A*

FARM ADVISOR

Michael White, *Accountant, Business One*

FARM DESCRIPTION

Pouarua Farms are located on the Hauraki Plains, near Ngatea. The 2,200ha platform comprises ten farms, nine dairy units and one drystock unit. The soils are predominantly peat with some marine clay.

The climate typically lends to summer dry and winter wet conditions with an average annual rainfall of 1,207mm.

Farm A is a 215 effective hectares, System 2 farm and typically peak milks 580 spring calving cows through a modern 54 bale rotary shed with in-shed feeding, Protrack®, auto drafting and automatic cup removers.

The farm is targeting 223,000 kgMS this season and approximately 75% of the herd is wintered on the platform. Three full time staff are employed and casual labour assists with calf rearing.





Pouarua Farms

GOVERNANCE AND STRATEGY

MISSION STATEMENT

Healthier food for a good life.

VISION STATEMENT

To create an agriculture business with best practice, bringing economic prosperity to our shareholders and benefits to the community.

STRATEGIC PLAN

Goals:

Maintain, consolidate and grow our farm at Ngatea and other places to produce high quality food. Using best practice standards to drive continuous quality and performance, whilst paying attention to the health and safety of our people and environmental compliance.

The strategy focuses on these key elements:

Rōrahi, Wāriu, Kaitiakitanga and Whanaungatanga – Volume, Value, Environment and Relationships.

Through Māramatanga (insight/understanding) Tuwhera (openness) and Whakatau (determination) we will achieve our kaupapa and:

- Grow and deliver meaningful and enduring outcomes for owners
- Transform our profitability by investing in farm systems that create high quality products and monitor costs
- Provide a clear sense of purpose and leadership that people can believe in and support
- Connect with our shareholders so that they are informed and engaged in decision making
- Create partnerships that fuel opportunities and unite us with our community.

SWOT ANALYSIS

Strengths:

- Location
- Infrastructure
- Ownership model
- Strong financial position
- Land diversification options.

Weaknesses:

- Soil type (peat)
- High maintenance cost due to ground movement and soil type
- Climate – both wet and dry
- Fluctuating milk payout.

Opportunities:

- Upside to production through targeted management practices
- Staffing systems
- Further land purchases
- Diversification of business model.

Threats:

- Climate change and climatic pressures
- Compliance and regulatory costs
- Biosecurity
- Reputation.



»» Pouarua Farms

GOVERNANCE

The Pouarua Farm General Partner Limited acts as the general partner of the Pouarua Farm Limited Partnership owned by five iwi of Hauraki (and in cases also of Marutūāhu) being:

Ngāti Maru
Ngāti Paoa
Ngāti Tamaterā
Ngāti Tara-Tokanui
Te Patukirikiri

Each of these five iwi partners has shares in the General Partner Limited (company) in proportion to the financial contribution they made when purchasing the farm in 2013. Farm A is one of ten farms on the one land title which is governed by the company.

The four Directors of the company are appointed by ballot every three years. Each shareholder is able to vote for three Director nominees and one Independent nominee. All four Directors were appointed when the company was established and have since been reappointed. The Independent Director and Chairman of the Board is the Hon. John Luxton.

All Directors have considerable experience in private and public sector governance. There is a balance of practical experienced commercial dairy farming and iwi Māori cultural owners world views, as well as local community and regional or national viewpoints.

Directors meet with the representatives of the iwi shareholders, through the Limited Partnership, formally once a year to present the audited annual accounts, discuss business planning and future objectives, key trends and review the past performance.

Once a year all iwi members of the five iwi (estimated total iwi population 10,000+) are invited to attend an Annual General Meeting held on farm where the Directors review the previous season, the present activities and future directions, answer questions and carry out a site visit.

Apart from the six weekly board meetings, Directors and advisors hold a day long strategic hui reviewing past performance, lessons learnt, macro New Zealand and global trends, as well as confirming key directions, priorities and budgets.

Directors keep up to date by attending industry events, milk processors open days, visiting other farms, getting financial and analytical advice from banks and other commentators, and attending hui.

Rather than employ lots of office-based staff, the company uses experienced professional locally contracted resources in finance and accounting, human resources, vets, farm advisors, and other contractors.





Pouarua Farms

SOCIAL, COMMUNITY AND NGĀ TIKANGA MĀORI

GOALS

Pouarua Farms embodies the owners' practice of Kaitiakitanga toku whenua:
to return the land, once lost, to our iwi and to care for the land, forever!

Pouarua Farms is significantly enhancing the physical environment (land, fresh water, native vegetation) in a sustainable manner to produce great food and meet the cultural needs of the iwi owners.

Pouarua Farms has:

- Created employment opportunities for iwi and whānau since taking full control when concluding the initial sharemilking agreement 18 months ago.
- Advertised permanent as well as temporary job vacancies through our iwi owner networks and other organisations such as the Hauraki Māori Trust Board the Pare Hauraki Iwi Collective.
- Produced positive commercial dividends to our iwi shareholders in line with industry benchmarks.
- Provided economic benefits to the Hauraki community with a policy of spending in the region and contracting services that are locally based.
- Started a forever programme to re-plant indigenous species was commenced in 2014 for raranga (weaving), rongoa (medicine), kai, habitat for birds and insects, to improve water quality and soil conservation enhancement as well as fostering a more natural landscape. This has occurred in partnership with the Waikato Regional Council.
 - A Garden of Intent contains the native species that are being planted on this farm.
 - A Pā Harakeke has 12 flax species selected by our weavers five years ago, for their special characteristics, to eventually be planted throughout the farm.
 - Kaiako raranga (weaving teachers) from the iwi owners have held wānanga and hui at the farm and are now using mature flax and recently maize husks to produce their work.

Developing better relationships in the community since securing the farm has been a priority for the owners. Iwi are working with the Waikato Regional Council, Hauraki District Council on a local flood control scheme, on the planting programme and on the new effluent management klijptank installations.

In 2016, with the launch of Project Papatūānuku, the Farm partnered with Hauraki Plains College to educate secondary school students in practical farming methods on peat land, while at the same time they are gaining NZQA qualifications. Students were able to access the farm for this training and to carry out science experiments.

The Farm gives access to the Blackfeet Model Aeroplane Club members to use part of the farm as a base. Club members from Auckland, around New Zealand and local members fly model aeroplanes in a controlled airspace up to 1,000ft above the farm.

During the COVID-19 lockdown, response, recovery and resurgence, the farm has donated food and successfully encouraged others to donate food products to the Hauraki Manaaki Hub. The Hub works at scale, to supply food to vulnerable whānau and kaumātua when they are in urgent need of food or unable to make ends meet during this pandemic. It also supports Kōhanga Reo and tangihanga held on marae, throughout the Coromandel Peninsula and Hauraki Plains.



» Pouarua Farms

FARM DATA AND KEY PERFORMANCE INDICATORS

FARM INFORMATION

	2019*	2020	Benchmark
Description			
Effective dairy hectares	215	215	138.4
Support block effective area	0	0	24.7
Peak cows milked	540	581	396
Milksolids (MS)	186,622	224,518	159,996
Staff numbers (FTEs)	4.0	3.1	2.81
Supplement fed (kg/cow)	572	611	1,102
Nitrogen (kg/ha)	172	160	123
Physical KPIs			
Cows/ha	2.5	2.7	2.9
KgMS/ha	868	1,044	1,156
KgMS/cow	346	386	404
MS % cow weight	78%	87%	79%
Cows/FTE	135	187	141
KgMS/FTE	46,656	72,425	57,141
Pasture eaten (TDM/ha)	10.4	11.4	10.6
6-week in calf rate (%)	80%	75%	72%
Liquidity (Cash)			
Net cash income (\$/kgMS)	7.01	7.18	7.69
Farm working expenses (\$/kgMS)	5.08	4.24	4.34
Cash operating surplus (\$/kgMS)	1.92	2.94	3.31
Operating profit \$/ha			
Gross Farm Revenue/ha	7,508	8,068	8,834
Operating Expenses/ha	4,466	4,435	6,036
Operating Profit/ha	3,042	3,633	2,798
Operating profit \$/kgMS			
Gross Farm Revenue (\$/kgMS)	8.65	7.73	7.64
Operating Expenses (\$/kgMS)	5.14	4.25	5.22
Operating Profit (\$/kgMS)	3.51	3.48	2.42
Operating Profit Margin (%)	40.5%	45.0%	31.7%

Benchmark: North Waikato District Group, Owner Operator

* Pouarua Farm General Partner Limited had a 50/50 sharemilker in the 17/18 and 18/19 season.



»» Pouarua Farms

BUSINESS MANAGEMENT

GOALS

Returning economic prosperity to shareholders whilst maintaining and future-proofing an intergenerational operation.

Criteria for new investments

- Value add opportunities are sought and considered against the business values.
- The Chief Executive will propose any growth via business opportunities to the Board following careful due diligence and supporting business cases.

STRATEGIES

Developing and implementing the budget

- With low to no facilities careful management of cashflow is key.
- Budgeting, reporting, analysis and benchmarking are all essential to operating the business.
- Budgets are set annually using Figured software, budgets are recommended by management and approved by the Board.
- Management look back at previous seasons and forward to set budgets in consultation with on farm staff, contractors and suppliers.
- Farm Managers then have autonomy to run the farm within the budgeted allowance.
- Farm Managers review variances monthly in consultation with the business manager, and have the ability to reforecast – whilst not going outside the parameters of the annual budget.
- Reporting for on farm data is collated weekly via My Trev Software, this is a locally (Ngatea) owned business that captures on-farm metrics, and has integrated with milk supply and budgeting softwares to give accurate analysis as well as limiting the time required by managers to input data.
- Reporting to the board and shareholders is monthly and comprises of financials (P & L and Cashflow) as well as a management report summarising the key components of on farm activities.



»» Pouarua Farms

FEED PRODUCTION

GOALS AND MANAGEMENT PLANS

Pasture management, crops, supplements

Pasture persistence is a concern for the platform, as lower than optimal fertility, climatic and pest pressures all lend to less than desirable results.

Summer droughts are a part of annual planning, and the utilisation of winter feed in the absence of feed pads are all areas of focus.

In an attempt to mitigate these risks, a pasture renewal programme consisting of predominantly Italian short rotation grasses and drought tolerant tall fescues have been used over the past two seasons with good success.

Italian ryegrass is an early maturing bulk feed that can be conserved as supplement in spring ahead of the summer drought.

This past spring the platform conserved 143% more pasture silage than the previous spring.

A drought tolerant mix of tall fescue, Ecotain and red clover was established in the previous seasons crop paddocks and to date through this summer have stood up to the high soil temperatures and low soil moisture conditions.

Summer turnips have been planted in varying maturity dates, with a short maturity variety planted to consume from late November, and a later maturing variety used to continue the feed availability into January. Sorghum has then been direct drilled in behind the early maturity turnips which has meant two crops from one cultivation and additional feed in February.

Soil management and fertility

Peat soils can be tricky to manage. Subsidence or peat shrinkage is a concern that we are looking to mitigate.

The use of many cultivation practices can increase subsidence, and as such Pouarua Farms is continuing to explore ways to lessen the impact our farming practices have on this.

Direct drilling and light cultivation practices are used wherever possible, and work is underway to get our land in a condition where more direct drilling can occur.

Drain maintenance is also an important aspect to good peat management, as well as working closely with the district and regional councils to ensure we have good information on what best practice looks like.

Comprehensive soil testing is undertaken and fertiliser recommendations are carefully planned to both enhance the soil fertility and the productive gains from the platform.

N use is capped at a maximum of 150kg/N/ha across the platform.

Maintenance lime is used to aid the typically low pH levels.

Consultation with soil scientists and fertiliser experts is actively sought, as well as input from local and experienced peat farmers.





Pouarua Farms

ANIMAL PRODUCTION

GOALS AND MANAGEMENT PLANS

Herd Fertility

Ensuring that our animals are in optimal health for conception is assessed regularly through the year.

Blood and liver biopsy samples are taken to assess trace element and mineral levels, and mineral supplementation is adjusted to reflect the herd requirements through both maintenance and corrective treatments.

Pre-mating heats are recorded and metrichecking of all animals is undertaken, with metricures being administered where necessary.

Body condition scoring is also closely monitored and recorded ahead of mating.

Typically, 11 weeks of mating is undertaken with 5 – 6 weeks of this being AI.

No intervention is used and not-in-calf rates (NICRs) averaged 9% last season.

Low BW animals were mated to Wagyu animals so as not to keep replacements from them whilst lowering our bobby calf numbers.

Dairy Replacement

Replacement heifer rates of 25% are sought. This season sexed semen was used to ensure replacement rates were upheld.

A more Jersey prominent crossbred animal is sought to lower the LW of the animals on the platform..

Heifers are reared on farm to 100kg and are then transferred to our graziers property in Wairakei.

Replacements follow an animal health plan set each year in conjunction with our vets, our graziers vets and both properties management.

Weighing is undertaken every 4 – 6 weeks in conjunction with drenching and at-risk animals are identified and attended to appropriately.

Dairy heifers typically remain off farm until approximately four weeks prior to calving.



»» Pouarua Farms

HUMAN RESOURCE AND HEALTH & SAFETY

GOALS

People are the most important aspect of any business, and at Pouarua Farms we believe that happy, productive and engaged staff will aspire to deliver the values and vision of the business. It is important that Pouarua Farms is seen to provide leadership in cultivating a supportive and forward-thinking workplace.

Pouarua Farms has a commitment to leading health and safety, education and best practice initiatives that will develop pride and support not only for our employees and their families, but also for the community in general.

By being an industry leader and setting a high standard Pouarua Farms will be able to capture positive local interaction and community spirit. This will enable Pouarua Farms to be seen as the preferred employer in the district. Leadership will be shown in the following directions:

- A strong commitment to whānau and community
- Support local businesses when practical as services and suppliers for Pouarua Farms
- Through education and partnerships, offer opportunities to the next generation of potential farmers via participation programmes and exposure to modern farming and industry best practice
- By providing pathways which allow people to grow and develop higher skill levels increasing career development
- Investing in infrastructure and technology to ensure that the business can recruit higher skilled people
- Providing a safe workplace to ensure staff return to their families at the end of each day.





Pouarua Farms

STRATEGIES

Pouarua Farms understands that people are our most valuable asset. Retention of good people is key to the success of the business going forward. Key areas as to how this business will actively promote and focus on retention of people are:

- A commitment to provide a flexible work environment to ensure staff can participate with family, friends, and community activities outside of the job
- Housing provided higher in standard than industry to ensure good health and wellbeing
- Strong focus on personal development and career advancement: we want to help our staff learn the skills to progress in the industry; we also want a flexible workforce on the farms
- Work/life balance achieved with the 110-hour fortnight achieved by providing adequate casual labour over peak workload periods
- Roster systems which combined with annual leave entitlements create 115 days off per year
- Team culture developed which allows every member to contribute and feel valued in their workplace
- Dedication to provide a drug and alcohol free workplace
- Numerous training courses provided to allow staff to upskill promoting career progression and succession.

Pouarua Farms continues to focus on where improvements can be implemented to enhance its health and safety culture. All staff have been educated and understand that the responsibility to create a safe workplace and positive culture depends on every individual's energy and commitment. Leadership and support from the Senior Leadership Team will contribute to continuous improvement in the following areas:

- Induction processes for new staff, visitors and contractors to the Pouarua Farms complex
- Provision of comprehensive kit of personal protective clothing
- Higher levels of near miss reporting
- Identifying trends which occur in patterns (seasonal, casual staff, weather related)
- Appropriate machinery with training required to identify correct vehicles for which jobs
- Hazard identification and reporting allowing comprehensive hazard register to be complied
- Identify safety systems which can be improved from the current state
- Understanding the legal requirements for individuals
- Rehabilitation plans for people injured so they can return to work
- Better understanding and awareness of potential mental health issues (stress, anxiety, depression).



Pouarua Farms

ENVIRONMENTAL / SUSTAINABILITY

GOALS

Environmental consideration is an integral part of the Pouarua Farms farming operations. How we farm today will have an impact on the land into the future. A common goal is to be an industry leader showing that productivity and profitability can be achieved without causing damage to the environment. Our leadership and ability to implement systems that lower our carbon footprint will contribute to international efforts to improve water and air quality. Presentation of the farms and surrounding areas is a key focus. Pouarua Farms impression on the public is important and contributes to a perception of a clean and green image.

Pouarua Farms can make a positive impact to the environment by:

- Continuing to improve effluent systems
- Planning fertiliser applications with care
- Planting initiatives which promote the return of native species to the land
- Education of staff to help them understand the impact of farming
- Showing care of waterways and having better water efficiency
- Presentation of dairy sheds and surrounds
- Lower emission tractors and machinery
- Assessing cultivation techniques and drainage of the peatlands
- Retiring land which cannot be farmed sustainably
- Understanding our impact to the land and farming responsibly.

Kaitiakitanga is foremost in how Pouarua Farms conducts itself around pastoral based farming. Pouarua Farms has a commitment to minimise our environmental footprint through nutrient management, monitoring and proactive management. Sustainable farming systems which provide ways to achieve the lowest possible carbon footprint are constantly considered for their suitability at Pouarua Farms. Beautification and maintenance of the properties are also considered to be measures that can be simply applied to provide a synergistic approach delivering immense improvements for the assets environmental position.

Key initiatives and innovations are:

- A desire to aesthetically improve the business to a standard we are proud to present to others
- Maintenance fencing of waterways and riparian plantings
- Repositioning of silage storage pads so they pose less environmental impact
- Improvements of current effluent disposal systems by incorporating latest technologies
- Preparation of nutrient budgets and Farm Environment Plans with a steer towards lowering Nitrogen applications (<150kg/N/ha)
- Investment into water telemetry allowing better understanding to water use at Pouarua Farms
- Complete all requirements of the Sustainable Dairying Water Accord
- Plantings which provide resources for Pouarua Farms cultural needs, while providing native animal and beautification benefits
- Rationalisation of purchase feed (Palm Kernel Expeller) cropping and pesticides.

Purchased N- Surplus – Purchased nitrogen surplus is the difference between the nitrogen inputs (imported on farm in fertiliser and imported feeds) and the nitrogen outputs (nitrogen exported off farm in milk, meat, crop or supplementary feeds)

Total Greenhouse Gas Emissions – This represents the estimated amount of GHG emissions from methane and nitrous oxide that is occurring within your farming system.

Farm	Purchased N Surplus	Total GHG/ha
Pouarua Farms	106kg/ha	9,128 kgCO ₂ e/ha





Pouarua Farms

INNOVATION

Technology and innovation are integral parts of moving the business forward.

The governance team encourage management to be across new initiatives, and management have an appetite to be early adopters of worthwhile innovations.

Technology that mitigates or strengthens our ability to remain not only compliant but ahead of what is deemed best practice is actively sought.

Telemetry currently used includes:

- Water usage monitoring, Halo – that measures water in and water out. Enabling us to quickly identify over usage, and leaks
- Fail safe and GPS technology on effluent infrastructure. Halo and SmartFarm
This enables us to track pond levels, pump performance, GPS – proof of placement and failsafe stops irrigation at the occurrence of any sign of risk
- Milk monitoring, Protrack® milk monitoring and MilkHub
- Auto wash systems for plant hygiene and accurate chemical usage
- Protrack® auto draft, ACRs, walk over weigh systems
- In shed grain feeding
- In bale teat sprayer
- Carbon composite platform
- Soil moisture telemetry monitors ground conditions.

INFRASTRUCTURE

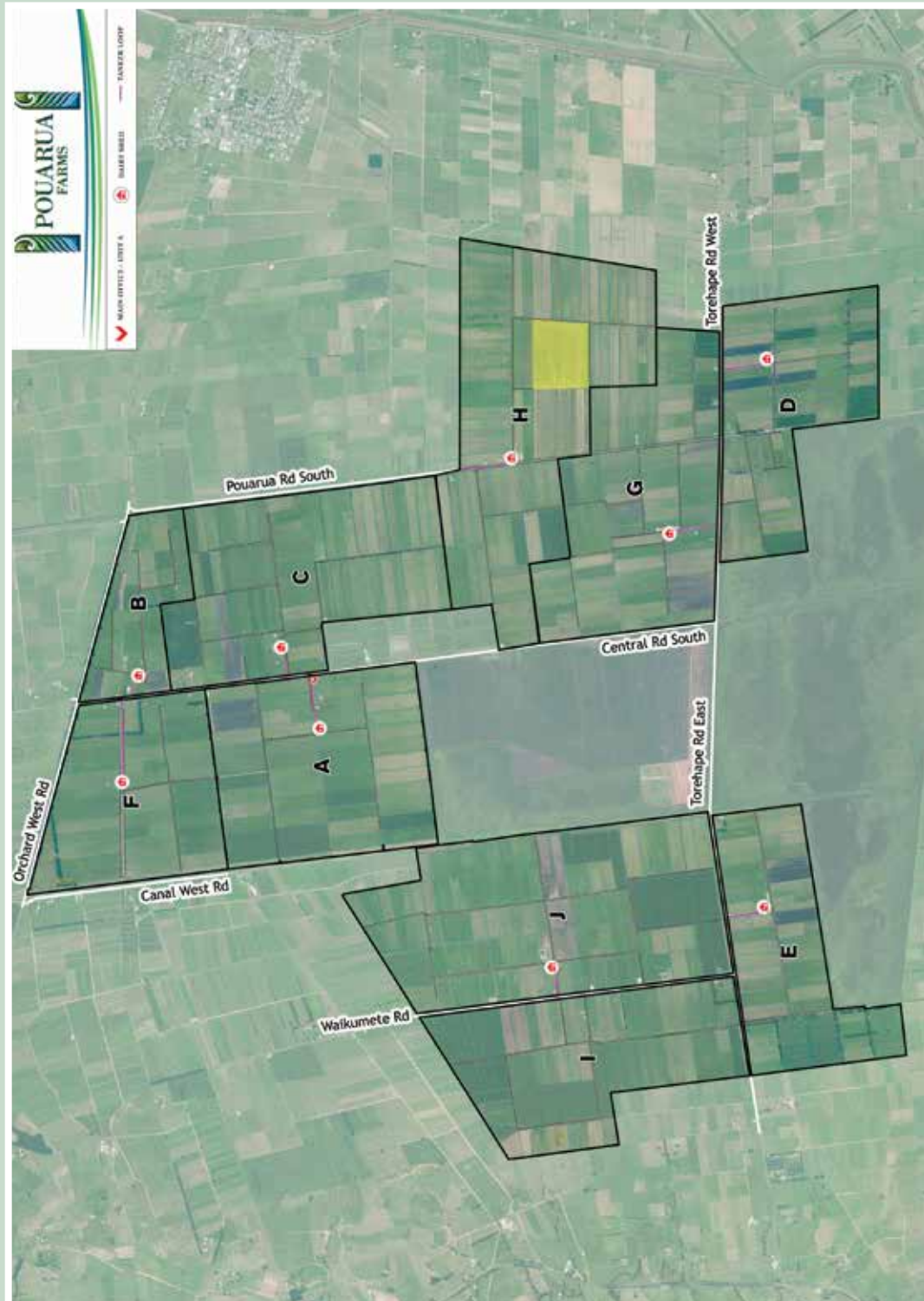
- 54 bale rotary shed
- Covered vet race and stock handling yard with cattle crush
- Full yard wash backing gate
- 48 paddocks at an average of 4.5ha in size
- Kliptank 2.8m cubic litres
- Water supply off town scheme
- 8-bay calf shed, plus 3-bay calf shed ensuring adequate shelter for 125 replacement heifers
- 2 x 19t grain silos
- 250t silage pad
- Three houses: 1 x four bedroom, 2 x three bedroom.

This farm was constructed in 2017/18 and infrastructure is not a limiting factor to performance or people. However soil type – peat, adds additional maintenance costs with the ground shrinkage.



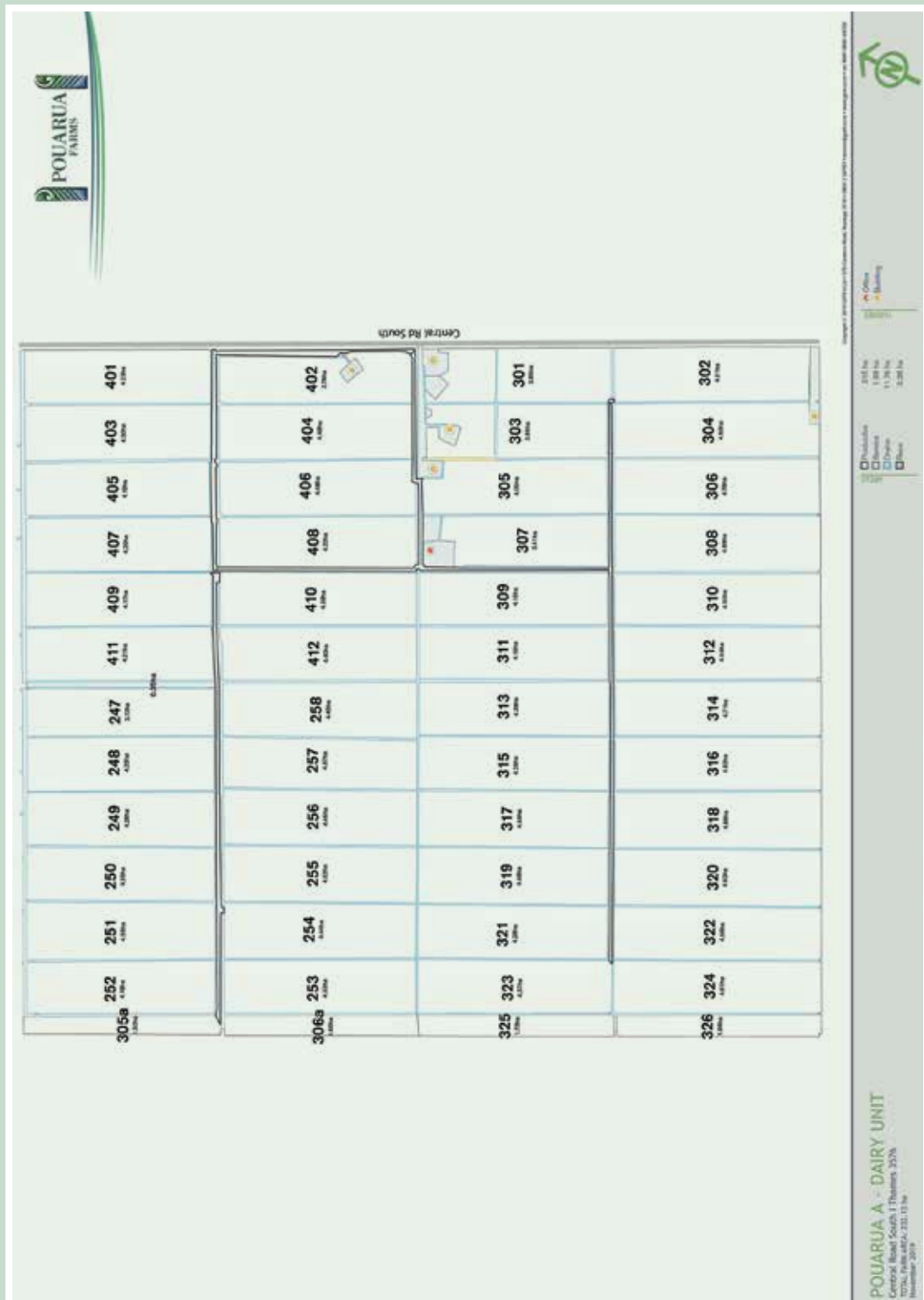
»» Pouarua Farms

FARM MAP



Pouarua Farms

FARM MAP





DairyNZ Farmers' Forum 2021

Hear the latest on current national and global trends from influential leaders and commentators. How can the dairy sector sustain success through adopting strategies to continue leading the world?

Take away ideas for practical on-farm change, new insights for the future, and connections with other farmers.

To find out more and register, visit dairynz.co.nz/farmersforum

Free to levy paying farmers and their staff.



SIDE 2021 is back!

Run by farmers for farmers, SIDE 2021 will deliver insights from industry experts, networking sessions and practical workshops.

DairyNZ is a proud partner of this event which will be held on 22-23 June at the Ashburton Events Centre.

To find out more and register, visit www.side.org.nz



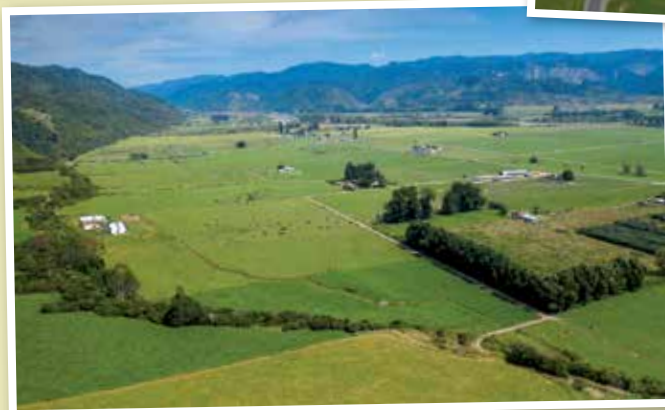
An advertisement for Ballance SurePhos. The top right features the Ballance logo and "agri-nutrients". The main text reads "Together, reducing phosphate loss by up to 75%*". Below this is a photo of a family (a man, a woman, and two children) in a field, looking at a plant. The bottom left features the SurePhos logo and the text "An effective and sustainable phosphate that is better for the environment." At the bottom, it says "ballance.co.nz | 0800 222 090". A small footnote states "*Relative to superphosphate products."

An advertisement for PGG Wrightson. The top left features the PGG Wrightson logo. The main text reads "Proud to sponsor the Ahuwhenua Trophy, Excellence in Māori Dairy Farming Award". Below this is a photo of two men standing in a field with cows. The text "Te oranga i roto i nga kaitiaki Prosperity through guardianship" is written over the photo. At the bottom, it says "At PGG Wrightson we are acutely aware of our responsibilities to assist landowners to be guardians of their land and people, by providing support, products and services that align to the common goals of the view that 'our land sustains our people' as primary producers of Aotearoa." Below this is a list of services: "Rural Supplies | Fruitfed Supplies | Real Estate | Livestock | Wool | Water". At the bottom, it says "www.pggwrightson.co.nz" and "Helping grow the country".

»» Tataiwhetu Trust

359 Rūātoki Valley Road

Field Day: Thursday 1st April, 2021



»» Tataiwhetu Trust

FIELD DAY PROGRAMME*

9:30	Pōwhiri at Tauarau Marae, 325 Rūātoki Valley Road
10:15	Morning tea
10:35	Programme Introduction and History of the Ahuwhenua Trophy
10:45	History, Governance and Community
11:30	Farm Tour including Farm Sign unveiling and blessing Stop 1: Oromairoa Stream Pastures, Feed and Environment
	Stop 2: Otaki Wetland Animals and People
1:10	Reconvene at Marae for Financials and Farm Summary
1:40	Judges' comments
1:50	Award Ceremony
2:10	Kai and Refreshments

* Times are approximate

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

The owners of the property wish to point out to all visitors to their property that a number of potential hazards exist in the course of travelling over the property in vehicles, and in moving around the facilities.

While the owners have taken all reasonable care in making your visit to the property as safe as possible, including preparation of a health and safety plan for the day, they clearly point out that you enter the property at your own risk. The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.

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



»»» Tataiwhetu Trust

HISTORY

*Ko Taiaarahia te Maunga
Ko Te Taumata te Pa o Tūhoe-Pōtiki
Ko Ōhinemataroa te Awa
Ko Tauarau te Pā
Ko Rongokarae te Tipuna Whare
Ko Ngatirongo te Hapū
Ko Ngāi Tūhoe te Iwi
Ko Mataatua te Waka*

In 1921 Sir Apirana Ngata held a Land Consolidation meeting on Tauarau Marae for over one month, with the view of sub-dividing the land into productive units to sustain the living requirements of Tūhoe families. Nine years later Lord Bledisloe, the then Governor General of New Zealand, visited Rūātoki to monitor the progress of this Consolidation Scheme.

In the mid-1950s it was recognised that the land blocks owned by the families were too small, plus locals were starting off with cull cows from European farmers and couldn't meet production expectations. Tūhoe families walked off the land to seek more constructive employment and income from the Tasman Mill in Kawerau. Between 1960 and 1980 the land was left desolate and our ancestors and parents strived to find the answer to fully utilise the land again. Finally in 1986 six Ngatirongo families agreed to combine their lands to form the Ngatirongo Trust Farm.

Nine blocks were aggregated A40B, 41, 44, 45, 46, 47, 48C, 50, 74 giving a total start up area of 97.689ha with a usable dairy platform of 80ha. Successive adjoining land blocks were then leased to give a total dairy platform of 184ha.

Between 1986 and 2009 the initial development of the Ngatirongo Trust Farm was led by our kaumātua Frank Vercoe, with the assistance of a Farm Advisor and Sharemilker. The Sharemilker was milking up to 600 cows twice a day, supplying Fonterra 12 months of the year.

When our kaumātua resigned as Trust Chair in 2009, Paki Nikora was appointed into that position by the beneficiaries. He says after scrutinising the financial accounts over successive years, it was apparent that under the Sharemilker arrangement it wasn't returning revenue expectations, plus the increase to 3.2 stock units per hectare wasn't beneficial for our lands and environment, so they decided to become stand-alone operation.

The Trust then purchased 400 in-calf kiwi cross heifers, milking once a day, and transitioned back to seasonal milking. The husband and wife staff employed by the previous Sharemilker were then employed by us to be our Farm Managers, and they excelled through Primary ITO Levels 1, 2, 3 & 4 through the next ten years of development.

Key facts:

1. Stock: 432 Kiwi cross cows, 100 R1yrs at our 50ha support block, 88 R2yrs at our 50ha support block
2. System: seasonal milking and once a day since 2009
3. Current stocking rate: 2.5/ha
4. Production: 129,140 kgMS
5. Per cow production: 273 kgMS
6. Production per ha: 694 kgMS
7. Imported supplementary feed per cow: 0.8t/cow
8. Purchased Nitrogen Surplus: 12 kgN/ha
9. Greenhouse Gas Emissions: 7,736 kgCO₂e/ha

In 2010 the Trust received the Ballance Farm Environment Award for the creation of special places on the farm including the protection and enhancement of wetlands, landscape features and historical places. A year later in collaboration with Tūhoe Pūtaiao the Trust received the Green Ribbon Award for protecting biodiversity.

Because our name was Ngatirongo Trust Farm, there was a perception that all of Ngatirongo hapū were beneficiaries in our lands, but they were not. So in 2014 the name was changed to Tataiwhetu Trust, which means that the original six families are the only descendants of our ancestral lands. In the same year, the Trust was presented with the Fonterra Gold Grade Free Certificate in recognition of excellence for consistent supply of the highest quality milk.

In 2015 the Tataiwhetu Trust transitioned from convention milking to organic and is now fully certified by AsureQuality. In 2019 it received the Fonterra Organic certificate.



»» Tataiwhetu Trust

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

A whānau-based business with a very strong connection to the whenua, with a central focus of utilising their ancestral lands to support whānau and community outcomes.

A diversified investment portfolio and purchases of other land aims to mitigate the risks associated with the uncertainty regarding leases.

The Trustees have a range of backgrounds and there is a strongly committed and engaged Chair.

Active learning is a key focus.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

Excellent connection with both the local and wider community, particularly through grants and scholarships and involvement with local schools. This includes the idea of using the farm to support training of school students.

There is a strong commitment to employ local people which is highlighted by both the farm staff and managers being tāngata whenua. The farm managers are also involved in wider activities including, for example, the Dairy Women's Network.

Ngā tikanga Māori is a total strength and the judges were privileged to be taken to an important cultural site which is under active management including extensive plantings on the slopes below the site.

The Chair plays an integral leadership role within the wider community.

The move to organics has been driven by a strong desire to minimise the impact of the farm on the wider environment and improve overall animal and human well-being. It was also clear that the farm plays a key role in supporting the community and are part of the longer-term aspirations linked to protecting ancestral lands.

FINANCIAL AND BENCHMARKING

While the conversion from conventional to fully certified organic and reducing stocking rates has impacted on dairy operating profit, the net return of \$1,946 per hectare for the 2019/20 season is closer to the Bay of Plenty (Owner Operator) benchmark of \$2,215/hectare. This is driven, in the main by the high payment received (\$9.09/kgMS). While Farm Working Expenses (FWE) for 2019/20 are high at \$6.43/kgMS, if the high wage bill and administration was closer to the benchmark, then FWE reduce to \$5.43/kgMS (benchmark \$5.57/kgMS).

There is quarterly monitoring of budgets and cashflow positions.

FEED PRODUCTION

The Trust focuses on pasture production including trialling new pastures, herbage testing, regular farm walks to monitor pasture covers and the recent uptake of LIC's SPACE™ (Satellite Pasture and Cover Evaluation) service.



»»» Tataiwhetu Trust

ANIMAL PERFORMANCE

Breeding policies to reduce overall liveweight per hectare are good and fit with the overall goal of reducing the farm's impact on the environment.

There is a strong focus on using body condition score to make decisions regarding drying off and overall animal husbandry.

It is very positive that the farm staff have been given training in this area, as well as taking a leadership role in the breeding programme.

The use of technologies such as sexed semen, breeding towards A2, and the use of short gestation bulls to improve reproductive outcomes and tighten calving.

HUMAN RESOURCE AND HEALTH AND SAFETY

There is a very good team culture and a strong focus on overall well-being and training for members of the business.

There is an open and honest approach to discussing on-farm activities and regular meetings were positive.

The judges noted the substantial amount of work that has been undertaken by the managers to both support the transition to organics as well as the work required to maintain records, auditing and the challenges with finding and utilising alternative products to deal with normal day-to-day farm management activities.

ENVIRONMENT/ SUSTAINABILITY

Moving to organic farming was driven by both a global view about what consumers are increasingly looking for and a local view about reducing the farm's overall footprint (environmentally, socially and culturally).

A small wetland had been fenced off and planted and plans were in place for further riparian plantings.

A wider view regarding farm wastage was positive, for example utilising pits for silage versus round bales to reduce plastics.

There was also good knowledge regarding N leaching rates and GHG emissions.

The farm was an early adopter to have a Farm Environment Plan completed and reviewed.

INNOVATION

A range of innovations are in place including DNA testing and a range of IT systems in SPACE™, ProTrack® and Levno for milk vat telemetry monitoring and to monitor fuel use.



»» Tataiwhetu Trust

DIRECTORY

Tribal affiliation: Iwi – Ngai Tūhoe, Hapū – Ngatirongo

Number of owners: 471

TRUSTEES

Paki Nikora, *Trustee Chair / Kaumātua*
Tipi Noema, *Trustee / Kaumātua*
Te Aroha Teepa, *Trustee*
Hiria Wallace, *Trustee*
Ngatai Hurkmans, *Trustee*
Ben Rangi, *Trustee / Kaumātua*

STAFF

Desma Feakins, *Manager*
Whareauahi Teepa, *Manager*
Tomika Brown, *2IC*
Nika Temara, *Farm Hand*

FARM ADVISORS

Steve Clarke, *Eco Farms*
Arrow Accountants, *Finance*

FARM DESCRIPTION

Tataiwhetu Trust comprises of 243ha in the Rūātoki Valley. The milking platform is 184ha effective bordering the Ōhinemataroa (Whakatane) river. We also purchased a 50ha support block bordering the Tauranga (Waimana) river. This property is certified organic and is used to raise our R1 and R2 heifers. The soil types are recent (well drained) 88%, pumice (well drained) 10%, unknown 2%. The climate varies from 2 degrees to 38 degrees in summer. Annual rainfall is 1,629mm. The property has two homes, a 36 per side herringbone milking shed, implement sheds and a calf rearing shed plus hay barn. The property has its own consented water bore with an allocation of 334,000 cubic metres per year, but only uses approximately 165,000 cubic metres per year.



»»» Tataiwhetu Trust

GOVERNANCE AND STRATEGY

GOVERNANCE

Our governance team meet monthly to review action points, note progress reports and reset actions from the previous month, with farm managers and staff periodically. The governance team work collaboratively with operational staff in all matters, and make sure that all farm expenditure remains within the pre-approved annual budget. Farm managers produce their Farm Operational Report to governance monthly and the Accountant produces a comprehensive report to the Trustees every quarter. Meetings start with karakia and mihi. Both te reo o Ngatirongo and English are spoken in our hui.

Strategy

The Trust's Strategic Plan works to instill Pride, Passion and Performance within all Trustees, shareholders, farm managers and staff. This relates to everything we do, from governance and operations, to environmental alignment. We believe that this will translate into production, which will then financially permit our Trust to grow into other business units, diversification initiatives, as well as increase local employment.

On the 22nd Feb 2021, the Trustees signed an agreement for the purchase of their third Organic Dairy Unit, commencing on the 1st June 2021. The Trust's strategy is to increase our positive environmental footprint, and reduce nitrate leaching and carbon / methane emissions.

Tataiwhetu Trust's whakatauaaki simply states: Ka ora te whenua, ka ora te tangata. It was logical then if we were to give credence to this statement, we had to transition into organic farming irrespective of the trials and cost involved in doing so.

Our Vision

Manaakitia te Taiao – Toitu te whenua – Toitu te tangata.

Care for the environment – Retain the land – Promote the health and wellbeing of all mankind

Our Mission

Create pride, passion and performance embraced through whānaungatanga and active kaitiakitanga.

Educate our current and future generations of their cultural and spiritual connection to the land.

STRATEGIC PLAN

Our strategic plan was formulated ten years ago and is a living document that can be reviewed by our Trustees at any time.

Goals

To collaborate with all associated companies, training establishments, land trusts and local schools, to upskill our younger generations into areas of agriculture, horticulture, apiculture, aquaculture and biodiversity management. To be leaders in these fields for the betterment of our current and future generations while creating future employment for whānau on their ancestral lands.

Strengths

Our biggest strength is our freehold land which was left to us by our ancestors and parents.

The initial development was guided by our kaumātua Mr Frank Vercoe over 23 years ago, who in turn left us with a virtually debt-free base farm.

This became a huge launching platform for our current Trustees to grow the business.



»» Tataiwhetu Trust

Weaknesses

Climate change and global pressures are always a weakness and threat, together with pandemics and diseases, all of which are in God's hands to whom we pray to everyday.

<i>He honore he kororia ki te Atua</i>	<i>All honour and glory to God</i>
<i>He maungarongo ki te whenua</i>	<i>Peace on earth</i>
<i>He whakāro pai ki na tangata katoa</i>	<i>And respect to all mankind</i>
<i>Kia tika</i>	<i>To be honest</i>
<i>Kia pono</i>	<i>Just</i>
<i>Kia mārama.</i>	<i>And transparent.</i>

Governance

- Annual financial reports are benchmarked against previous years' reports, plus predicted annual plans are presented to shareholders for ratification every year.
- Originally known as Ngatirongo Trust, Tataiwhetu Trust has one Trustee each representing the six original ancestral landowners that aggregated their lands to form this Trust.
 - Paki Nikora, 50 years in private enterprise, certified automotive engineer, recipient of the Green Ribbon Environmental Award; Tūhoe Kaumātua; hands on repairs and maintenance
 - Tipi Noema, Tūhoe Kaumātua; expert historian and hands on repairs and maintenance
 - Te Aroha Teepa, Tūhoe Kuia; expert genealogist
 - Hiria Wallace, Qualified Education Consultant; expert secretariat
 - Ngatai Hurkmans, Ngāti Awa Contract milker, 900 cow dairy unit
 - Ben Rangi, Tūhoe Kaumātua; expert historian and hands on repairs and maintenance
- Trustees have been attending Rural Governance training workshops over the past 18 months facilitated by DairyNZ
- Our advisors are Paul Wills of Arrow Accountants and Steve Clarke of Eco Farms, who tests our soils and sources our seeds to meet theASUREQuality organic standards.



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SOCIAL, COMMUNITY AND NGĀ TIKANGA MĀORI

*Ko Taiaarahia te Maunga
Ko te Taumata te pā i nohia ai e Tūhoe Pōtiki
Ko Tauarau te papa whenua e hora atu ra
Ki to matou Awa Tipua ki a Ōhinemataroa
Ko Tauarau te Marae
Ko Rongokarae te Tipuna Whare
Ko Ngatirongo te Hapū
Ko Ngai Tūhoe te Iwi*

Ko na Kaitiaki o Tataiwhetu enei e whakapau kaha tonu nei, ki te pupuri i na whenua tukuiho a o matou Tipuna / Matua, 'ki te Manāki i te Taiao, kia ora ai te whenua, kia ora ai te tangata'.

Tataiwhetu Trust forms part of a local cluster group called Rūātoki Farm and Land Trusts Group (RF<s).

This cluster is a collective of four dairy farms, one dry stock unit, an exotic forestry trust and an indigenous forestry trust forming a total land area of 19,000ha.

The intention has always been to create economic benefit for our local whānau and hapū, plus research alternative diversification and land use options.

The long-term goal is to create local employment, create papakāinga housing around each of our 12 marae and permit our youth to grow within their tikanga, kawa and hapūtanga, fostered by their families and kaumātua, plus respect our spiritual, cultural, historical, genealogical and environmental values.

We recognise that succession has been a problem regarding governance and operations. RF<s therefore offered our farm to MPI and Primary ITO for practical training and has coordinated meetings with the Rūātoki Secondary School, plus Primary ITO officials, to facilitate the technical training programme. After four years of perseverance this was agreed to and has commenced in February 2021.

Because Tataiwhetu Trust is a shareholder of the Fonterra Co-operative, it is also party to their free milk and lunches programme currently rolled out nationally.

Tataiwhetu Trust is committed to paying kaumātua grants and shareholder dividend payments every year. We also have a discretionary fund that is considered by the Trustees on a case by case basis, where shareholders and beneficiaries can apply to support our youth who pursue sporting and cultural endeavours. We have supported shareholders and beneficiaries to go to national and international sports competitions and cultural activities.

Tataiwhetu Trust makes periodic contributions to Tauarau Marae / Ngatirongo hapū, including a substantial financial contribution in 2002 that enabled the building of our new dining room Rangimahanga which opened in 2004.



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SITES OF CULTURAL SIGNIFICANCE

Tataiwhetu Trust is very fortunate to have two sites of cultural significance within its land blocks, both of which are protected from disturbance.

Te Taumata Pā was one of the pā where our eponymous ancestor Tūhoe Pōtiki resided. Puketi Pā, which was known as 'Te Heteri o te Urewera', has been restored by the Trust in conjunction with Tūhoe Pūtaiao Trust, supported by Ngā Whenua Rāhui. The sole purpose of these restorations was to build an appreciation and spiritual connection within our local people about the beauty of these lands that was left to us, and be active kaitiaki of these lands and taonga.

Tataiwhetu Trust has left the Puketi Pā site open to local whānau and hapū so they can take their children and visitors, to gain an appreciation of why our ancestors lived there and to relay the history to our current and future generations.

GOALS

- Strengthen our understandings between governance, operations and shareholder/beneficiaries by maintaining our core values of:
 - Māoritanga*
 - Kaitiakitanga*
 - Kotahitanga*
 - Manaakitanga*
 - Whanaungatanga*
 - Tino Rangatiratanga*
- Upskill ourselves in using digital platforms
- Attend conferences, discussion groups and network with like-minded people.
- Remain open to sharing information and experiences
- Continue to collaborate with Primary ITO, DairyNZ, Fonterra and the Rūātoki Secondary School in the carrier pathways programme
- Work through collaboration with others.



»»» Tataiwhetu Trust

FARM DATA AND KEY PERFORMANCE INDICATORS

FARM INFORMATION

	2018	2019	2020	Benchmark
Description				
Effective dairy hectares	184	184	184	146.2
Support block effective area	70	70	76	30.9
Peak cows milked	516	473	450	377
Milksolids (MS)	130,186	125,780	129,142	123,096
Staff numbers (FTEs)	4.1	3.4	3.2	2.4
Supplement fed (kg/cow)	259	485	680	237
Nitrogen (kg/ha)	0	0	0	60
Physical KPIs				
Cows/ha	2.8	2.6	2.4	2.6
KgMS/ha	708	684	702	838
KgMS/cow	252	266	287	313
MS % cow weight	56%	62%	65%	66%
Cows/FTE	126	139	136	154
KgMS/FTE	31,753	36,994	39,134	48,436
Pasture eaten (TDM/ha)	9.4	8.7	7.7	11.0
6-week in calf rate (%)	66%	66%	77%	72%
Liquidity (Cash)				
Net cash income (\$/kgMS)	8.67	7.97	9.85	8.08
Farm working expenses (\$/kgMS)	7.21	5.87	5.36	4.50
Cash operating surplus (\$/kgMS)	1.47	2.10	4.49	3.58
Operating profit \$/ha				
Gross Farm Revenue/ha	5,650	4,916	6,458	7,154
Operating Expenses/ha	5,174	4,298	4,512	4,868
Operating Profit/ha	476	618	1,946	2,286
Operating profit \$/kgMS				
Gross Farm Revenue (\$/kgMS)	7.99	7.19	9.20	8.07
Operating Expenses (\$/kgMS)	7.31	6.29	6.43	5.69
Operating Profit (\$/kgMS)	0.67	0.90	2.77	2.38
Operating Profit Margin (%)	8.4%	12.6%	30.1%	29.1%

Interim Benchmark (<20 farms available): Bay of Plenty, Low input farms (Systems 1 & 2).
Financial KPIs from Owner Operator farms only.



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BUSINESS MANAGEMENT

GOALS

Tataiwhetu Trust intends to focus on regenerative farming, and supplying organic milk (which is in global demand) to our cooperative Fonterra. This has enabled us to maximise our returns, while downsizing the amount of stock units per hectare on our dairy platform. This is also beneficial to our land and waterways.

Purchasing our third organic dairy unit will enable us to consolidate our organic footprint, allowing us to move on to other diversification opportunities in agriculture and horticulture. This will ultimately create more employment for our Trust shareholders, beneficiaries and community.

It is our belief that business growth goals (such as profit, cashflow, equity growth) will eventually come if we remain true to our vision and core values outlined in our Strategic Plan.

Key performance indicators that drive business decisions

- Animal health
- Pasture growth
- Land / water and infrastructure management
- Milk solids production
- Maintain organic certifications
- Welfare of management and staff
- Pride, passion, and performance which will ultimately transform into production.

Criteria for new investments

Our Trustees and Accountant undertake due diligence in researching all new investments, to ensure that new business units remain independent without relying on our base farm (ancestral lands) for financial support.

STRATEGIES

Continue attending conferences, seminars, discussion groups and digital training organisations, to upskill our governance and operational team in all areas of business management and organic farming.

Continue collaborating with our local lands trusts, Primary ITO and our local area school, to upskill our local students to enable them to fulfil the succession gap that is currently required. We are committed to addressing this problem now!

To be totally encompassed through, Māoritanga, Kaitiakitanga, Kotahitanga, Manaakitanga, Whanaungatanga and Tino Rangatiratanga.

Developing and implementing the budget

We work closely with our Accountant and Management to develop our annual budget which is approved by the Trustees.

Regular reporting against budget is produced and reviewed by the Trustees to ensure the budget is adhered to.



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OUR ORGANIC STORY

We spent the 2016/17, 2017/18 and 2018/19 dairy seasons working through the process of converting to organic supply. This required accepting lower returns for three seasons as we dropped the amount of stock units per hectare. Fortunately, Fonterra paid an extra 45c per kg of milk solids above the conventional milk price which helped us through that transition phase.

Reduction in stock numbers was inevitable because we couldn't apply traditional fertilisers that would otherwise ramp up pasture growth that historically sustained a herd of 580 to 600 cows.

This also meant that we could not apply herbicides, which we were fine with. We did not see the sense in applying more poisons to Papatūānuku, and wish to remain true to the belief that if we care for Papatūānuku, she will care for us!

Ka ora te Whenua, ka ora te Tangata

We have now been through this process and are in our second season of receiving the full organic premium. We were recognised by Fonterra as one of the quickest to complete the conversion process and received the Fonterra Organic Award for the 2018-19 season.

What is Organic farming?

Organic farming is a method of farming that works with nature to enhance biodiversity and reduce the impact on the environment. It is all about prevention then cure.

No chemical fertilisers are used in pasture production. No herbicides or pesticides, treated posts or timber are able to be used. We cannot use any GMO products or palm kernel. All supplementary feed must also be certified organic for stock. Young stock must also graze on certified land. Seeds that are planted must be bare and untreated and any plants that are to be planted need to be bare rooted.

Everything that is used on farm for animals, land or shed must be approved for use by a certified body (Bio-Gro orASUREQuality) before it is purchased and used and all records must be kept.

All contractors or trucks coming onto farm or delivering goods must have a signed letter stating that they were clean and free of potential contaminants.

All organic farms are subjected to an annual audit on farm looking at all inputs over the year. The audits and certification also looks at social reasonability, environment protection, animal welfare and diversity. Lower nitrogen leaching, lower Green House Gas footprint per hectare greater pasture diversity – average 12-15 species and building of soil carbon and root depth under organic farming.

What Organic regulations are needed by Fonterra and why?

This is a continual moving target, market driven by compliance standards and expectations from overseas customers that Fonterra have to meet e.g., European, Korean, Chinese, American, and Canadian Standards. These standards must be met to be able to access those countries markets.

Because the Trust form part of that supply chain, we have to meet all these requirements which to date we have satisfied. Fortunately Māori standards don't apply: yet!

The USA and Canadian standards are some of the highest most challenging organic standards in the world to meet but this allows the product that is produced to be able to be exported to almost any country. For the use of the USA standard, the challenge is that the use of antibiotics is only allowed in a case of animal welfare, and if an animal is treated, then it must be removed from the organic system as it loses its organic status. For Canada the biggest challenge is the creation of a buffer zone around the farm to stop any potential contaminants and potential Bio Security risks.

Markets and products for Fonterra organics:

- China: UHT (Ultra High Temp) powders
- Korea: cheese
- Australia: cheese, butter, powders
- USA: cheese, butters, powders
- New Zealand: cheese, butter, powder, liquid
- Canada: butter, AMF (Anhydrous Milk Fat)
- Central America: powders
- South East Asia: powders, butter.

What do farms get from being organic?

Fonterra pay a market linked organic milk price. We receive notifications, attend organic meetings, and attend the annual conference. Farms receive support and help from the Fonterra organic team, as well as all the same support and service of the wider co-op.



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FEED PRODUCTION

GOALS AND MANAGEMENT PLANS

Pasture management, crops, supplements

- Continued improvement of soil fertility
- Utilise pasture grown efficiently with livestock
- Greater pasture diversity.

This farm is now 100% pasture based since organic conversion in 2017 and all supplement are made on-farm and on the farms organic support blocks.

Natural pasture growth is boosted with strategic applications of BioSea fish fertiliser. To maximise the potential plant growth from the fish fertiliser, applications are timed to coincide with times when the natural conversion of soil ammonia to nitrate is occurring.

The stocking rate has decreased from 3.2 cow/ha (pre-organic) to 2.4 cows/ha to A-line the farm with the Organic Industry Standards.

All stock are wintered on support blocks for six weeks which allows the farms soils and pastures to recover.

There is a four year re-grassing programme in place, which started last season. This season a 5ha crop cover trial will also added. The main goal is to diversify pasture species to fit in with the Organic Management Plan.

Pasture cover is monitored by staff with pasture walks, plate measuring, use of pasture satellite info.

Soil management and fertility

For organics, healthy plants start with healthy soils.

Soil type is fine sandy loam. The parent material is alluvium derived from grey wacke and rhyolitic tephra. These soils are well drained and subject to infrequent flooding.

The farm undertakes total soil carbon monitoring, soil mineral testing, milk urea nitrogen monitoring, forage mineral testing and farm water runoff testing. This data is used in a farm environment report to show the influence that the farming activities have on the environment.

Soil tests are now on an annual basis and samples are tested at Brookside laboratories. They were chosen because they have tailored the laboratory extractions to match the characteristics have typical New Zealand soils and they have no affiliation to any fertiliser supplier.

Nutrient loss to the environment is monitored and mitigated by utilising the information contained in the Fonterra supplied daily milk urea nitrogen (MUN) report, and the monitoring of freshwater contaminant production are made based on this data.



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ANIMAL PRODUCTION

GOALS AND MANAGEMENT PLANS

Herd Fertility

- Transition from Kiwi cross to Jersey A2A2
- Compressed calving, which equals more days in milk
- Increase our six week in-calf rate
- Minimise cow wastage
- Improve heat detection
- Lower empty rate
- A 25% heifer replacement rate.

Tataiwhetu Trust started with a Kiwi cross herd and are now moving toward breeding Jersey A2A2 cows. All stock are DNA proven and are recorded in the LIC MINDA app.

Calving is 1st August and artificial breeding (AB) starts 20th October. Mating programme is six weeks AB, two weeks with bulls and then two weeks of short gestation.

This season the farm also trialled sexed semen to get more replacement heifer calves.

There is no intervention with the organics. The use of antibiotics is only allowed in the case of animal welfare. Homeopathy is used as a remedy not a cure.

We have consistently provided grade free milk for a number of years.

Our cows are quiet, and have good body condition. All staff are qualified body condition scorers and make timely decisions on overall animal husbandry.

Dairy Replacement

Organic standards state that calves are to be reared for 12 weeks with access to milk, water, hay, and pasture. All calves are DNA proven, dehorned and vaccinated.

After weaning, replacements are sent to Puketi, our runoff farm, until they calve.

Heifers and calves are weighed every two months.

Drench is a restricted drug and is only allowed in a case of animal welfare and must be proven through the vets by blood and faeces samples.



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HUMAN RESOURCE AND HEALTH & SAFETY

GOALS

- Employing shareholders/ beneficiaries and low staff turnover
- Providing a safe and healthy work place
- Kia mau ki ngā tikanga a Ngai Tūhoe
- Retaining good communication between Trustees and managers
- Creating employment through diversification.

Tataiwhetu Trust's main focus is to create employment for its shareholders/beneficiaries. Currently we have four staff who are beneficiaries and connect to the land and form part of the Trust succession plan.

One of the main objectives of transitioning to once a day milking was because we realised, that happy cows and happy staff coincided with one another. We therefore ensure that management and staff get a living wage or better, plus get quality time with their families. The reward to the Trust is that we have never had any staffing issues.

While we operate a Trust farm for the benefit of our shareholders and beneficiaries, we must not lose sight of the fact, that this is also about maintaining a happy and sustainable lifestyle for our staff.

Desma and Whareauahi are doing their diploma in Agriculture with Primary ITO; Tomika and Nika are doing Level 3 in Agriculture, also with Primary ITO.

STRATEGIES

We have always had trust and confidence in our whānau, in that with the right guidance, training and support, they would step up to be our future leaders. We have achieved this and have now elevated three out of four staff from general farm hands, to be farm managers.

Employee satisfaction is an important aspect of our business. Managers and staff engage in regular dialogue about the various task that need to be undertaken. Staff can voice their concerns and give feedback to Trustees. Under 11 years of our stewardship, we have only lost one staff member.

Performance management: the Trust is currently reviewing and revising its performance management systems. By setting goals and being supported to reach these goals staff can continually improve their practice and increase their skill levels. Staff receive feedback on their performance through regular interaction with Trustees and attendance at our monthly meetings.

On-going training and development is offered at all levels of the business from staff to managers to Trustees. This ensures each person is building their knowledge and capabilities and maximising their potential.

- The Trust pays staff course fees to attend Primary ITO training courses
- Staff and Trustees also attend all DairyNZ training days within the local Rūātoki Farm and Lands Trusts Group
- Trustees and management also attend discussion groups and conferences run mainly by Fonterra, DairyNZ and Federated Farmers
- Trustees also attend the Rural Governance training workshops run by DairyNZ.



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HEALTH & SAFETY PLANS AND IMPLEMENTATION

Tataiwhetu Trust is committed to health and safety and work to ensure the health and safety of all our workers and other persons who may be put at risk from our work. We supply all staff with personal protective equipment so far as reasonably practicable.

Management acknowledges and accepts its responsibilities for health and safety standards in our workplaces. However, we seek cooperation from all staff, contractors and visitors in achieving our health and safety objectives and expect that they will sign our visitors book to be aware of and comply with the following:

- Electric fences
- Waterways
- Dairy shed chemical storage area
- Irritated animals
- Land topography
- Machinery movements
- Cow dung, slips, sprains, injury.

ADVICE AND SUPPORT – RURAL PROFESSIONALS

Farm Advisor

The Trust decided to transition away from the need for a farm advisor six years ago, and that our governance and operations team would fulfill this role themselves. Fortunately through our transition to organics we were assisted by another local organic farmer Mr Brent Looney, who gave us advice and guidance when needed.

Fonterra / DairyNZ

The continuous information, guidance, and emails given by our cooperative periodically overloads our systems, but is appreciated.

Accountant

Our Accountant has supplied financial services to our Trust for over 15 years, they also keep our shareholder dividend register up to date. The Accountant's service has been put to shareholders at every AGM, but they continually get reappointed, which confirms their satisfaction and continued ratification of his mandate.

Banker

BNZ has always supplied our Trust with fiscal support, but to date have had no real need to engage with our Agribusiness Manager, mainly because we've had no debt servicing requirements other than a small debt we owe for our support block.

This will change very quickly as we transition through to purchasing our third organic farm and we will go cap in hand to have a coffee with him. BNZ has been a very receptive bank to deal with.

Soils and Pastures

Tataiwhetu Trust use Eco Farms Aotearoa for undertaking monitoring and making recommendations to our Trust. They were recommended to us by Mr Brent Looney who has been an organic farmer for more than 15 years.



Tataiwhetu Trust

ENVIRONMENTAL / SUSTAINABILITY

GOALS

- To plant more shade trees that will give our stock more shade in summer and give more shelter in winter
- To plant more fruit trees on unusable sections of Trust land that will permit our stock to graze plus browse
- Do more riparian and wetland plantings to minimise or mitigate carbon emissions and nitrate leaching into our waterways
- Continually test stream entry and exit points for water quality, water temperature and pH levels and collate an annual data base of information
- Not to apply herbicides but control weeds manually and mechanically
- Ensure that waterway, riparian margin, wetland setbacks comply with the current standards expected byASUREQuality
- Monitor and minimise water usage
- Monitor and measure effluent to land application
- Through collaboration with our RF< Group who collectively administer 19,000ha of land within our catchment area, we intend to collate a data base of water testing records in conjunction with Bay of Plenty Regional Council, so we can better understand where the problem areas are with regard to water contamination and rectify
- Manaakitia te taiao, toi tu te whenua, toi tu te tangata.

Key performance indicators

- Shade and shelter will transform into animal health and production
- Shade trees and plantings along waterways will minimise the effects of nitrate leaching plus improve fish life within our waterways
- Regular water quality monitoring will confirm whether our land use practices have improved water quality or not
- Regular soil testing will confirm whether effluent discharge to paddocks is adequate or not
- We have seven years of water testing results collated by our group to monitor the downstream effects of clear fell harvesting within 8,500ha of adjacent exotic forestry
- We intend to do the same monitoring within our upper catchment area of 9,000ha of indigenous forest, plus 1,500ha of pastoral lands, so comparisons can be drawn to identify where remedial action should be implemented.

STRATEGIES

- Continue upskilling all governance and operational staff in the use of digital platforms for benchmark reporting, to subsequently minimise or mitigate any problems identified
- Address all areas of concern as identified in the Farm Environmental Plan

Key strategies being implemented

- Have been attending Fonterra workshops in the use of Farmsource and MINDA apps
- All areas identified in the Farm Environmental Plan have been rectified apart from the ongoing annual farm repair and maintenance issues e.g., tracks and drains.

Purchased N- Surplus – Purchased nitrogen surplus is the difference between the nitrogen inputs (imported on farm in fertiliser and imported feeds) and the nitrogen outputs (nitrogen exported off farm in milk, meat, crop or supplementary feeds)

Total Greenhouse Gas Emissions – This represents the estimated amount of GHG emissions from methane and nitrous oxide that is occurring within your farming system.

Farm	Purchased N Surplus	Total GHG/ha
Tataiwhetu Trust	12kg/ha	7,736 kgCO ₂ e/ha



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INNOVATION

- The Trust is implementing the Dung Beetles Innovations Ltd release programme:
Four species of dung beetles are included in the process. The first colony was released at the dairy platform in September 2020, two further colonies released on 17th December 2020 and one colony was released at Puketi on the same day. The fourth species will be released this Autumn (2021).
- We consider the decision to transition from conventional farming to organic farming as being bold and innovative, considering that environmental and financial benefits are now becoming apparent
- Downsizing stock units per hectare by 22%, once a day milking and back to seasonal milking has all had positive outcomes for our land, stock, staff and shareholders
- Energy efficiency in the dairy shed has been a focus with addition of upgraded milk cooling and heat pump technology to cut energy use and cost; pre-chilled milk using a three stage chilling process cuts energy and peak power draw further while increasing our milk quality compliance
- LIC Protrack® three-way drafting system
- LIC satellite technology SPACE™
- Phone apps: Fonterra, MINDA, Levno milk and fuel monitoring, security cameras.



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INFRASTRUCTURE

WATER

The Tataiwhetu Trust bore is the only consented bore in the Rūātoki Valley apart from the Whakatane District Council bore site.

Tataiwhetu Trust water consent number 66,780 permits a water take of 334,800 cubic metres per annum, of which we only currently use 165,000 cubic metres per annum.

Water testing has approved that the quality of this water is suitable for horticultural use.

THRESHOLD CONSTITUENTS	RŪĀTOKI	GOOD WATER	CHALLENGING WATER	MAXIMUM THRESHOLD
Acidity/Alkalinity (pH)	6.5	5.0 – 5.5	>6.0	> 7.0
EC (mS/m)	11.7	<20	45 – 100	150
Sodium Absorption Ratio	–	<1.0	1.0 – 3.0	> 3.0
Bicarbonates mg/L	34	<50	– 92	>100
Chlorides (mg/l)	5.1	<50	– 70	>150
Nitrate + Chloride	5.74	<100	–	–
Sodium (mg/L)	8.7	<10	20 – 40	>46
Boron (mg/L)	0.023	<0.1	0.1 – 0.9	1.0
Iron	0.021	<0.1	0.1 – 0.5	–

INFRASTRUCTURE

All repairs and maintenance as recommended in the Tataiwhetu Trust Farm Environmental Plan have all been satisfied, but annual maintenance will always occur with regard to tracks and drains.

WEED CONTROL

Tataiwhetu Trust will always remain committed to its organic alignment of 'Manaaki Whenua', therefore will not apply herbicides.

This becomes a positive in that we will periodically employ shareholders/beneficiaries or community members to manually remove invasive weeds and plants on Trust land.

Tataiwhetu Trust is currently designing a digger mounted sickle bar to control grass and weed growth in drains and under fence lines that otherwise would short out electric fences if not controlled.



»»» Tataiwhetu Trust

FARM MAP



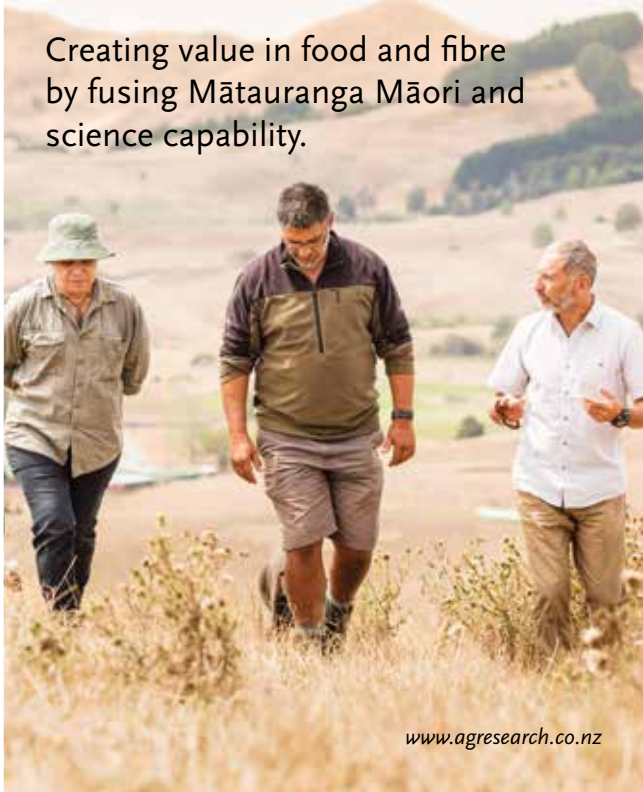


Fonterra e tautoko ana i ngā
mahi ahuwhehenua Māori
kia kounga, kia angitū, kia eke.



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āia mātai, mātai whetū

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»» Tunapahore B2A Incorporation

2558 State Highway 35, Hāwai

Field Day: Thursday 8th April, 2021



»» Tunapahore B2A Incorporation

FIELD DAY PROGRAMME*

9:30	Pōwhiri at Torere Marae, 2222 State Highway 35, Torere
10:00	Morning tea
10:25	Programme Introduction and History of the Ahuwhenua Trophy
10:40	History, Governance and Community
11:20	Farm Tour Stop 1: Paddock SH35 Pastures, Feed and Environment
	Stop 2: Tanker Loop at Dairy Shed Animals and People
1:20	Reconvene at Marae for Financials
1:40	Judges' comments
1:50	Award Ceremony
2:15	Kai and Refreshments

* Times are approximate

IMPORTANT NOTES FOR FIELD DAY ATTENDEES

The owners of the property wish to point out to all visitors to their property that a number of potential hazards exist in the course of travelling over the property in vehicles, and in moving around the facilities.

While the owners have taken all reasonable care in making your visit to the property as safe as possible, including preparation of a health and safety plan for the day, they clearly point out that you enter the property at your own risk. The owners will accept no responsibility for any accident or injury to any person or property that takes place while you are visiting.

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



»» Tunapahore B2A Incorporation

HISTORY

Ko Kapuarangi te maunga
Ko Wainui te awa
Ko Tōrere-nui-a-rua te tupuna
Ko Manākiao te uri ō Toi te tangata whenua
Ko Tainui te waka
Ko Hoturoa te rangatira
Ko Ngai Tai te iwi

Tunapahore was originally one whole land mass located between the two coastal points of Hāwai. In 1953 the Māori Land Court met and decided to split the land, hence there are now two land blocks known as Tunapahore B2A and Tunapahore B2B.

During the 1950s Tunapahore (TB2A) was a dairy and dry stock unit, managed by Duncan Kerr, who married Hera Mio of Ngai Tai. When the milker died in a car accident, the management decided to sell the dairy herd, and later when Duncan Kerr died, they sold the dry stock. The land was leased to surrounding pākehā land owners. TB2A was incorporated on 6 July 1959 before Ivor Prichard, Māori Land Court Judge.

The TB2A farm consists of 400.83ha located at Hāwai and Tōrere on the famous State Highway 35 on the East Coast of the North Island. There is a runoff area called Section 8 comprising 10.93 effective hectares and two other leased areas, one is part of the milking platform (16.5ha) the other is leased for maize silage production (10.1ha) from the whānau of Wharepāroa Rewharewha a first equal winner of the Ahuwhenua Trophy in May 1938. The milking platform is 132ha, with 385 cows producing 125,940 kgMS.

The farm was leased for a number of years for around \$2,000pa. In the late 1980s the Committee of Management (COM), along with their Farm Advisor Alistair Hall, obtained bank funding (using Hall's own land as security) to bring the farm back under management of the Committee. It was operated as a dairy farm, originally with a Farm Manager and later for many years with 50:50 Sharemilkers. A lease of the adjacent Tawaputa Block was used to increase the milking platform. A twenty aside Herringbone shed was built, and Mike O'Carroll from Taranaki was the first 50:50 Sharemilker, with Colin Mihaere, nephew of the current Chair as his milker.

In April 2018, the Sharemilkers decided they no longer wanted to continue farming so in a matter of weeks the COM set about purchasing a dairy herd, plant and equipment and hiring staff. This was a huge undertaking, and it shows their progressiveness, ability and willingness to roll up their sleeves and assist wherever necessary to get things moving. The current Farm Manager, Janet Poihipi, who has worked for a number of years on the farm under previous Sharemilkers, is regarded as an absolute asset to the Incorporation.

The success on the farm has enabled further investment opportunities:

In 1985, portions of the hill country were leased to be planted in pine forest with the coastal block harvested in 2014. Six hectares of this block was returned to the dairy platform, the remaining block left to return to native bush. Within the forest are a number of registered archaeological sites. One area in particular boasts the remnants of a pā site that will have held up to 300 people.

In 2010, a partnership was entered into with Ngā Whenua Rāhui to regenerate native forest.

A 5.54ha kiwifruit orchard was purchased in July 2006. The orchard originally comprised of 1.06ha of Hort 16A and 4.48ha of Hayward all grown on Bruno Rootstock. 2009/2010 saw the introduction and spread of PSA and the COM were able to replace their Hort 16A block with G3 under the GOFO provision. There has since been a further cutover of .55ha of Hayward to G3. The orchard consistently produces great fruit and is within the top producers for both EastPack and Zespri.

Shares have been purchased in Whakatohea Mussels (Opotiki) Limited, and the Incorporation also owns Shares in Fonterra, Zespri, Ballance, Farmlands and EastPack Limited.



»» Tunapahore B2A Incorporation

WHAT IMPRESSED THE JUDGES

GOVERNANCE AND STRATEGY

The Committee of Management (COM) have a strong understanding of the business, driven in part by the unexpected shift from 50:50 Sharemilkers to full herd ownership and the recent purchase of a kiwifruit orchard.

We were very impressed with how the COM are open in acknowledging what they don't know, and their willingness to learn, as well as to seek advice and support on different aspects of their business where necessary. Governance training is an important part of this.

There is a strong focus on benchmarking utilising the information provided by the farm consultant. The business is also part of an MPI Māori agribusiness cluster.

Succession has been recognised as an issue and they are actioning a succession plan by bringing two people on as Associate Trustees.

SOCIAL / COMMUNITY / NGĀ TIKANGA MĀORI

There is strong community support through a range of grants and activities. This includes to support the local school, \$5,000 per year to the marae, church and iwi (including supplying water and pump replacement).

There is a deep knowledge of important cultural and wāhi tapu sites (pā/urupā) and an active management plan for them. The manager and consultant had an awareness of these sites and incorporated this knowledge into day-to-day farm management activities.

FINANCIAL AND BENCHMARKING

There is a strong focus on reporting and budget management.

While the accounts amalgamate the different businesses, shareholders get a split set of accounts for the dairy farm and kiwifruit orchard. There continues to be a focus on diversification.

FEED PRODUCTION

The Manager, together with the Farm Advisor, are managing and monitoring pastures through the year and there is a good level of knowledge on pasture covers and feed intakes. This is highlighted by the recent uptake of LIC's SPACE™ pasture monitoring system.

There is a regular re-grassing programme to improve overall feed grown on the milking platform.

Purchased maize silage was tested.



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ANIMAL PERFORMANCE

Good focus on maximising days in milk before Christmas which has resulted in the calving date coming forward.

Animal management decisions are driven by Body Condition Score of which 3-4 assessments are completed annually by an external certified Body Condition Score Assessor (vet).

Pre-mating heats recorded with AI being used on the R2yr heifers to maximise genetic improvement.

HUMAN RESOURCE AND HEALTH AND SAFETY

There is clearly a positive relationship between the Manager, Farm Advisor and the COM. Performance reviews are undertaken quarterly and there are clear expectations of what is required on-farm.

There is recognition of the Manager Janet Poihipi's workload and the risk of this to the business and to the Janet herself. A recruitment process is in place to employ a Farm Assistant.

We wish to acknowledge Janet's role, both as tāngata whenua and in stepping up into the role as sole charge Farm Manager, especially during the transition from 50:50 sharemilking. It was clear to us that she has a deep affection for the land and animals, for example all of the planting you have been doing, and the animals you manage.

ENVIRONMENT/ SUSTAINABILITY

A Farm Environment Plan had been completed by Fonterra and the COM are aware of the report and the key outcomes; most notably issues related to effluent management and storage. These were being prioritised in the budget.

The hill country around the farm is under Ngā Whenua Rāhui. There is a strong focus on riparian planting and retiring the gully area and funding has been obtained to support this.

There are plans to develop a nursery using eco-sourced seeds. Biodiversity monitoring and pest management is also undertaken.

We note the plantings by the milking shed have added not only to the aesthetic of the area, but also are functional in preventing storm water from entering the shed.

INNOVATION

The use of IT has been adopted to improve on-farm management and decision making. These include the Harvest Dairy Effluent Irrigator Tracking system to obtain real-time information and LIC's SPACE™ pasture reporting.

Given the challenges with maintaining contact with shareholders during Covid-19 the COM have been successfully using Zoom to run hui.



»» Tunapahore B2A Incorporation

DIRECTORY

Tribal affiliation: Ngai Tai

Number of owners: 221 shares divided amongst 680 shareholders

COMMITTEE OF MANAGEMENT

Jack Mihaere, *Chairman*
David Peters, *Deputy Chairman*
Te Aururangi Davis, *Committee Member*
Stella Taku, *Committee Member*
Tau Rewharewha, *Committee Member*
Tawa Herewini, *Committee Member*
Carlos Ahlers, *Committee Member*

STAFF

Janet Poihipi, *Farm Manager*
Whitiaua Poihipi, *Dairy Farm Assistant*
Stephen Dennett, *Dairy Farm Assistant*

FARM ADVISORS

Graham Hill, *Ōpōtiki Valuation and Consultancy Limited*
Lisa Dodds, *Carlsen Dodds Limited*
Sarah Abbot, *Secretary, Carlsen Dodds Limited*

FARM DESCRIPTION

Tunapahore B2A Incorporation (TB2A) is a coastal farm of 132 effective hectares milking 385 cows producing approximately 126,000 kgMS.

It is situated on State Highway 35 on the East Coast of the North Island and is a mix of flats and rolling to steeper hills. The very steep hill country is currently under a Ngā Whenua Rāhui kawenata, leased for forestry purposes and regenerating native forestry land.

Our climate is coastal and prone to summer droughts particularly over the last two years.

The property has two quality houses, a half round calf shed, implement shed and a 40 aside Herringbone dairy shed.

Ko te wai te ora nga mea katoa. Water is the life giver of all things. A good supply out of the Waipuna stream is the life source of the farm, with a backup from our runoff. This source also supplies the kura, marae, and the community.

We are in our third season of full herd ownership and employ Janet Poihipi as Farm Manager, a Dairy Farm Assistant and a Relief Milker.



»»» Tunapahore B2A Incorporation

GOVERNANCE AND STRATEGY

VISION STATEMENT

To create a highly successful business that actively pursues growth to benefit and engage our shareholders and beneficiaries for the future.

STRATEGIC PLAN

Medium to long-term goals:

- Maximise distributions to shareholders once debt reduction is achieved
- Increase the skills and knowledge of the COM over time
- To make a profit in each operating unit in any 'ordinary' operating year
- Equity increasing on a rolling five-year basis
- Maximum of 60% tax paid profit reinvested annually.

Process for development of Strategic Plan

Initially a brain storming session was held with a facilitator, now annual reviews are undertaken by the COM in conjunction with our Accountant and Farm Advisor to ensure that the points are still relevant and that it will take the Incorporation in the desired direction. There are annual operating plans for each of the Incorporation's core businesses.

SWOT ANALYSIS

Strengths

- Positive attitude to debt
- Quality housing on the farm
- Current Farm Manager
- Written policies exist for environment, health and safety and mating management
- Current milk price
- Improving financial position and performance
- Monthly benchmarking, financial and advisor reporting
- Committed professional advisors
- Diversified off farm investments.

Weaknesses

- Obtaining quality staff
- Heavy reliance on professional advisors
- No cell phone coverage on the farm
- Cow fertility rates
- Kikuyu grass.



»» Tunapahore B2A Incorporation

Opportunities

- Low debt position
- Diversification on farm – possible horticultural opportunities exist
- Succession of COM
- Cow fertility rates
- Farm cadetship opportunities
- Riparian planting.

Threats

- Climate change
- COVID-19 pandemic
- Aging COM
- Traffic on State Highway 35.

VALUES

Our Values are:

- Pride in our operation
- Ownership – it is part of us
- Passion
- Approachable and open to change
- Value shareholder input
- Integrity and professionalism
- Observe and adhere to social, environmental, cultural and economic best practice and values.

Connection to the whenua, our whakapapa underpins our passion, pride, and integrity in our people, enterprise, and environment.

Ko au te whenua, te whenua ko au – I am the land, the land is me.



»» Tunapahore B2A Incorporation

GOVERNANCE

Committee of Management:

Jack Mihaere, Chairperson

Kaumātua, caretaker, Trustee – Tōrere Reserves Trust, former human resources and recruitment officer, ex-farmhand

Rev Te Aururangi Davis

Minister of the Anglican Church, kaumātua, horticulture-kiwifruit, ex-navy, ex-farmhand, governance

David Peters

Kaumātua, T64 Inc Chairperson, former human resources and recruitment officer, former induction trainer

Tawa Herewini

Electrician, Tawaputa Trust Treasurer

Tau Rewharewha

Horse trainer and whisperer, former sheep and beef farm manager, T64 Inc Trustee

Stella Taku

Environmentalist, butcher, Te Kura o Tōrere Trustee

Carlos Ahlers

Horticulturalist– kiwifruit, mau rākau instructor, waka āma voyager and instructor, Te Kura o Tōrere Trustee.

The COM are elected by the owners at the Annual General Meeting (AGM), for a three year term, retiring by rotation. The Committee actively approach people with relevant skills and knowledge, encouraging them when a position becomes available on the Board. As part of the succession plan, two Associate Trustees will be engaged within the next three months.

All major transactions are ratified at the AGM. Due diligence is undertaken by the COM and professionals as required, prior to any major transactions occurring.

Governance training has been undertaken in conjunction with the Federation of Māori Authorities. The COM attend governance hui with DairyNZ and in addition have had training to interpret farming reports. The COM are part of a Māori Dairy Farming Cluster Group to upskill in farming knowledge. They also regularly attend kiwifruit/horticulture meetings with Zespri and EastPack to expand their horticultural knowledge. Now, they are a Finalist in the Ahuwhenua Trophy – Excellence in Maori Farming Award.

Currently there is no induction process for new Committee members, however this has been scheduled for implementation this year.

The Farm Advisor, Accountant and Lawyer, along with the Administrator/Secretary have been engaged by the COM for the last 20 years. The Committee do not currently ratify these Advisor appointments; however this process will be implemented in 2021 and confirmed on an annual basis moving forward.

The Auditor and Share Valuer are appointed annually at the AGM.



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SOCIAL, COMMUNITY AND NGĀ TIKANGA MĀORI

GOALS

- Whanaungatanga – foster good relations, networks, connectivity with our shareholders, community and iwi
- Kotahitanga – continued support for our people. Our relationship with the whenua unites us all; past, present, and future.

The COM has a Profit Allocation Policy that is reviewed annually. It includes future investment, shareholder dividends, community and education grant provisions.

The COM are also committed to providing annual monetary grants to the following:

- Tōrere Marae
- Tōrere Holy Trinity Memorial Church
- Ngai Tai Pakeke Christmas Celebration Dinner Committee.

Individuals and groups can apply for financial assistance through the community grants section of the Profit Allocation Policy.

It is stipulated that community grants will be distributed at the COM's discretion. 'Community' is defined as a group of people or person who resides in the Tōrere area, or a group of people or person who are TB2A shareholders or descended from them.

Te Kura o Tōrere has previously requested grants to assist with travel, and for the Delamere Cup kapa haka competition, which is contested between all kura within Te Whakatōhea rohe and includes Ngai Tai and Te Whānau-ā-Apanui.

In 1997 the kura's water was deemed unfit for human consumption by the Ministry of Health and after testing, asked if they could use the creek on Block 8, situated on TB2A land. The Ministry of Education funded a water pump and high-pressure pipe, and the parents and tamariki rallied together to lay the line to the kura. TB2A funded the extensive repairs of the water pump in 2019. Similarly, the Tōrere Marae, and community water is sourced from TB2A.

It is planned to strengthen ngā tikanga into the Strategic Plan when the annual review occurs this year.

STRATEGIES

The three annual donations are diarised to ensure payment occurs.

Advertisements are placed for education grants in the local paper.

The Profit Allocation Policy is included in the AGM shareholder pack and discussed at the AGM each year.

Our Profit Allocation Policy is communicated by the COM and administration on a weekly basis.

Nga Tikanga Māori

TB2A's continued contributions to its people, community, and iwi enables growth and prosperity:

- Kaitiakitanga – guardianship, conservation and preservation of the whenua and te taiao
- Consistently being mindful of the wāhi tapu sites in our day-to-day farming operations
- Regular maintenance of the fence and surrounding area of the urupā to ensure stock are kept away from there.



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FARM DATA AND KEY PERFORMANCE INDICATORS

FARM INFORMATION

	2018*	2019	2020	Benchmark
Description				
Effective dairy hectares	132	132	132	151.2
Support block effective area	10.9	10.9	10.9	40.2
Peak cows milked	390	409	385	320
Milksolids (MS)	113,913	129,166	125,940	94,621
Staff numbers (FTEs)	2.2	2.3	2.2	2.5
Supplement fed (kg/cow)	674	737	904	392
Nitrogen (kg/ha)	85	89	83	101
Physical KPIs				
Cows/ha	3.0	3.1	2.9	2.1
KgMS/ha	863	979	954	643
KgMS/cow	292	316	327	300
MS % cow weight	56%	66%	69%	68%
Cows/FTE	177	178	175	128
KgMS/FTE	51,779	56,159	57,245	38,213
Pasture eaten (TDM/ha)	11.6	12.0	11.0	8.2
6-week in calf rate (%)	NA*	36%	51%	71%
Liquidity (Cash)				
Net cash income (\$/kgMS)	-2.18	4.99	7.70	8.22
Farm working expenses (\$/kgMS)	1.80	5.26	6.37**	5.14
Cash operating surplus (\$/kgMS)	-3.99	-0.26	1.32	3.08
Operating profit \$/ha				
Gross Farm Revenue/ha	2,971	5,490	6,704	5,251
Operating Expenses/ha	1,788	5,422	6,670**	4,222
Operating Profit/ha	1,182	67	34	1,030
Operating profit \$/kgMS				
Gross Farm Revenue (\$/kgMS)	3.44	5.61	7.03	8.20
Operating Expenses (\$/kgMS)	2.07	5.54	6.99**	6.69
Operating Profit (\$/kgMS)	1.37	0.07	0.04	1.51
Operating Profit Margin (%)	39.8%	1.2%	0.5%	18.5%

Interim Benchmark (<20 farms available): Northland, Low input farms (Systems 1 & 2).

Financial KPIs from Owner Operator farms only.

* Tunapahore B2A Block Inc had a 50/50 sharemilker in the 17/18 season.

** Extraordinary R&M expenses incurred in 19/20 due to deferred maintenance, estimated to be \$300/ha



»» Tunapahore B2A Incorporation

BUSINESS MANAGEMENT

GOALS

- The 2021 production goal is 130,000 kgMS
- To achieve an annual 4% production increase in line with industry objectives
- Maximise profitability of the farming unit
- Reduce term debt as quickly as possible.

Key performance indicators that drive business decisions

- Sustainable long-term profitability
- Cashflow
- Sustainable milk production levels
- Milk payout
- Animal health and reproduction
- Staff health and welfare.

Criteria for new investments

The COM prudently managed the Incorporations' funds for several years prior to diversifying into horticulture and other off-farm investments. A strong balance sheet has held the COM in good stead and enabled quick movement when the opportunity arose to transition from 50:50 Sharemilker to 100% Owner. The Profit Allocation Policy allows for 60% of the tax paid profit to be utilised for future investment.

Investment opportunities are investigated by the COM in the first instance. If the potential investment is considered to be worth pursuing, due diligence is undertaken by the Accountant, Lawyer and Farm Advisor prior to a final decision being made.

STRATEGIES

Focus areas to achieve our goals

- Monitoring pasture growth and adjusting the pasture rotation accordingly
- Injecting supplements into the feeding programme as required, minimising wastage
- Pasture renewal programme through turnips and the use of suitable pasture species, e.g., endophytes
- Ensure all purchases are within budget
- Milk production is maximised
- Ensuring any excess funds at month end are transferred to our CARL Business Loans.

Strategies currently being implemented

- Our Farm Advisor reports monthly on production
- We review the budget versus actual monthly reporting at COM meetings
- Each month we analyse the next month's cashflow requirements and transfer any excess funds to the CARL Loan, leaving working capital of approximately \$25,000.

Developing and implementing the budget

- The Farm Advisor and Accountant work together to create a draft budget annually, factoring in any required capital development, investment opportunities and commitments. The COM review the budget and make any changes prior to approving it.
- Monthly meetings are held where financial reports are prepared showing the budget vs actual figures for the month and the year.
- Any unbudgeted expenditure is discussed by the Committee or ratified at a subsequent meeting if time sensitive.



»» Tunapahore B2A Incorporation

FEED PRODUCTION

GOALS AND MANAGEMENT PLANS

Pasture management, crops, supplements

The goal is to operate as a grass-fed system as much as possible with the addition of maize silage as required, depending on the season. Maize silage is brought in from a leased block off farm (150,000 kgDM).

Meal is supplied through the cowshed meal feeding system (approximately 2kg a day) along with magnesium, minerals, and zinc.

Pasture renewal occurs through summer along with turnip cropping to help achieve a more balanced ryegrass kikuyu platform. The goal is to re-grass approximately 8% to 10% of the farm per annum.

The herd is wintered on-farm on a pasture 100 day round, achieved by feeding supplements during autumn.

Soil management and fertility

The target is to maintain the fertility levels of the farm. Soil tests are taken as required to ensure these levels are maintained.

Sustainable nitrogen inputs are currently applied at 75 to 85 units per annum.

Lime is applied to cropping paddocks.

Base fertiliser is usually applied three times a year: September, December, and March.

ANIMAL PRODUCTION

GOALS AND MANAGEMENT PLANS

Herd Fertility

This is the third season of full herd ownership on our farm.

Fertility has been a problem but is improving with each season. Over the last two years we have been able to halve the empty rate with intensive assistance from local vets, LIC and our professional advisor. The focus has been on body condition scoring and heat detection. We utilise interventions as required but are working to reduce these where possible.

LIC is used for advice on herd records and AI.

A fertility workshop is held annually to upskill staff and is hosted by the local vets.

Dairy Replacement

We retain 25% of heifer calves as replacements. Every six weeks they are weighed, drenched and health checked. The calves are grazed at our runoff from weaning until they go to the grazier.

The heifers are grazed off farm from the 1st May for 12 months and are weighed on a regular basis and monitored. They are synchronised and mated to AI with Kiwi cross bulls whilst at the grazier's property.

Zinc capsules are used for facial eczema control on all the heifers as and when required.



»» Tunapahore B2A Incorporation

Ko Janet Poihipi taku ingoa.

I started working on Tunapahore B2A in 2005 as a Relief Milker for the 50:50 Sharemilkers at that time. The next Sharemilker arrived around 2016, and I was employed by them until they retired in 2018. The Committee then had the difficult task of buying their own herd and transitioning from Sharemilker to 100% ownership. At this stage I had been working on the farm 13-14 years. I knew it well, so was offered the job of 2IC to help the new Manager adjust.

Halfway through the 2019 season the Manager had health issues, so I took on the Interim Manager role. I never complained, and just put my head down and got on with it. I'm very thankful that my kids came down to help with milking and other jobs on farm.

Eventually the Manager resigned and the Committee offered me the role: what an honour that was. Part of me was scared to take that leap, but I did it with a massive wrap around support system. The DairyNZ cluster group the farm is involved with has helped me gain knowledge through network sharing, and just being able to talk with other farmers is a bonus in itself. I absolutely love being hands-on with the stock – the farm is my pride and joy.

To the Committee, Graham, Sarah and Lisa behind the scenes, that have been on this journey with me, I am humbled, privileged and proud to be representing Tunapahore B2A Incorporation for the Ahuwhenua Trophy. This is my personal acknowledgement and it comes from my heart: without your love and support I would not be where I am today.

To all my other supporters a big thank you. No reira, tēnā koutou, tēnā koutou, tēnā koutou katoa.

HUMAN RESOURCE AND HEALTH & SAFETY

GOALS

Employing motivated and skilled people from our local area where possible, who are keen to continue to learn and expand their knowledge.

To have a team who work together in a cohesive manner at all levels of management from the Chairman, Committee, Professionals and Manager, to the staff and Relief Milkers.

To ensure we have good communication channels and that these are open and respected.

STRATEGIES

Providing an excellent environment where people want to be employed by us.

Good infrastructure, equipment, housing, and policies.

The COM has employment agreements for all staff with clear job descriptions. A farm induction is undertaken for all new staff, this includes health and safety training, the effluent manual, and the animal health manual.

Feedback is currently informal and occurs on a weekly basis with the Farm Advisor. The Manager instigates weekly formal staff meetings where issues are discussed.

The COM is developing policies on training and the staff are encouraged to do suitable training at their appropriate level. The COM allows time off for this and pays for course fees.

COVID-19 impacted on the Farm Manager's training and we are looking to get this back on track within the next few months.



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HEALTH & SAFETY PLANS AND IMPLEMENTATION

Our health and safety plans are contained within the Hazardco Manual. New staff sign off having read the health and safety requirements and expectations.

A register is maintained of all visitors and contractors gaining entrance to the farm.

An induction takes place for new staff.

Multiple hazard signs exist on the farm property.

Fire extinguishers are serviced and certified annually.

The chemical shed is locked at all times.

Regular staff meetings are held to discuss health and safety and staff are encouraged to attend training workshops when available.

Personal protective equipment and walkie talkies are provided to staff on-farm.

Our current Farm Assistant is a qualified paramedic. He is authorised to hold first aid courses and certify attendees upon successful completion of the course. The COM along with the other staff will be undertaking this training as soon as practicable.

A pandemic policy was created last year and implemented with strict enforcement rules in place.

ADVICE AND SUPPORT

Our current team have a long history of involvement with the farm, giving continuity. The COM acknowledge and value the professional advice of its Accountant, Administrator/Secretary, Lawyer, and Farm Advisor.

Bank Managers change; however the Incorporation has remained with BNZ since 2006 when they were offering the most amenable terms to facilitate the purchase of the orchard.

Our Accountant is responsible for all Inland Revenue compliance requirements, along with preparing our monthly and annual financial reporting. They attend our AGM and present the annual financial report as well as attending to any other financial requirements.

Our Administrator/Secretary is employed by our Accountant and undertakes all secretarial and administrative services along with maintaining our share registry.

The Incorporation's lawyer is utilised on an 'as-required' basis for any legal matters.

Our Farm Advisor is the main liaison with our Farm Manager and provides written farm reports to the COM on a monthly basis. He is a mentor to our Farm Manager and his wealth of knowledge has been invaluable during the transition from 50:50 Sharemilker to full herd ownership.



»» Tunapahore B2A Incorporation

ENVIRONMENTAL / SUSTAINABILITY

GOALS

The ultimate aim is to ensure at least 100% compliance with relevant environmental protection laws and resource consents granted under the Resource Management Act (RMA) and Bay of Plenty Regional Council (BoPRC).

To have all necessary resource consents up to date and compliant at all times.

To undertake riparian plantings to maintain water quality.

Encourage regeneration of native bush on the former forestry area.

Maintain fertiliser and nitrogen at sustainable levels.

To adhere to the Farm Environment Plan (FEP) prepared by Fonterra and update as required.

Key performance indicators to measure our success

To have no possible compliance breaches under the RMA and BoPRC.

To complete two water tests per year on our stream in December and June.

Regenerating native bush on the former forestry areas.

To have the effluent systems well maintained and operating to eliminate problems.

To ensure all stock is kept out of our water ways.

Soil tests as required, to check nutrient levels and to monitor nitrogen use to a level of 75-80 units of nitrogen per hectare.

To undertake work to meet the requirements under the FEP as and when resources are available.

STRATEGIES

We will be upgrading to a lined effluent pond within the next three years. We will also enlarge the effluent spray area to utilise the full area that is available.

Riparian planting of all fenced off areas and fencing off additional minor areas.

Key strategies we are currently implementing

Use of Harvest Monitoring System to ensure no accidental problems occur with effluent. This system also provides a weather station which details soil moisture levels.

We have a PTO backup effluent pump available if required that is shared between properties.

We have a formal Environmental and Effluent Compliance Manual.

We have arranged to bring in a consultant to look at a new pond system in the next 12 months even though our Resource Consent does not expire until 2025.

The use of the cowshed meal feeding system has eliminated the requirement for a feed pad. This is considered to have potentially less environmental impact.

Purchased N- Surplus – Purchased nitrogen surplus is the difference between the nitrogen inputs (imported on farm in fertiliser and imported feeds) and the nitrogen outputs (nitrogen exported off farm in milk, meat, crop or supplementary feeds)

Total Greenhouse Gas Emissions – This represents the estimated amount of GHG emissions from methane and nitrous oxide that is occurring within your farming system.

Farm	Purchased N Surplus	Total GHG/ha
Tunapahore B2A Incorporation	96kg/ha	9,129 kgCO ₂ e/ha



»»» Tunapahore B2A Incorporation

INNOVATION

The purchase of the Harvest Monitoring System has allowed the Manager, Farm Advisor and Committee to view what is happening on farm in real time. This currently covers weather monitoring, rainfall, wind, soil moisture etc, along with effluent management of the irrigator, monitoring in real time where the irrigator is currently operating, as well as paddock history. It allows for shutdown to occur if certain key pre-set items occur, e.g., operating in the same position for more than a specified time or low or high pressure rate will shut off. This facility can be added to as technology changes enabling the farm to keep up with the latest innovations.

Fonterra have now added a vat monitoring system (which also shows on the Harvest site) which allows for real time monitoring of litres of milk produced and more importantly milk temperatures. This system highlights problems immediately should they occur and gives immediate text alerts to key people to enable time to remedy problems before they become significant or result in milk loss.

The main form of communication is via email amongst the staff, administration, and COM as there is no cell phone coverage on the farm. Walkie talkies are used by the Manager and staff for communication, as well as a health and safety tool.

The installation of the cowshed meal feeding system has eliminated the need for a feed pad which is environmentally better for the farm and allows the dispensing of minerals, e.g., zinc and magnesium at different times of the year when required.

We are utilising the LIC SPACE™ system to help monitor pasture covers on the farm at any given time.



»» Tunapahore B2A Incorporation

INFRASTRUCTURE

We have a 40 aside Herringbone dairy shed extended from the original 20 aside, with the cowshed meal feeding system integrated. There are two houses for staff, an implement shed and calf shed, along with a concrete floored silage bunker and cattle yards.

Established races exist (some upgrade is programmed) and an underpass exists under State Highway 35.

The water supply comes from a stream that is gravity fed to storage tanks. A backup system exists, using a pump from the stream on our runoff.

Water is also gravity fed to the cowshed.

Farm water piping is getting to the stage of requiring reticulation upgrade. Lack of sub surface water is a limitation, but the existing system is holding up in some very dry seasons.

Good fences exist in all of the 70 main paddocks.

A large number of archaeological sites exist on the farm and these are identified and grazed but can't be altered or cultivated.

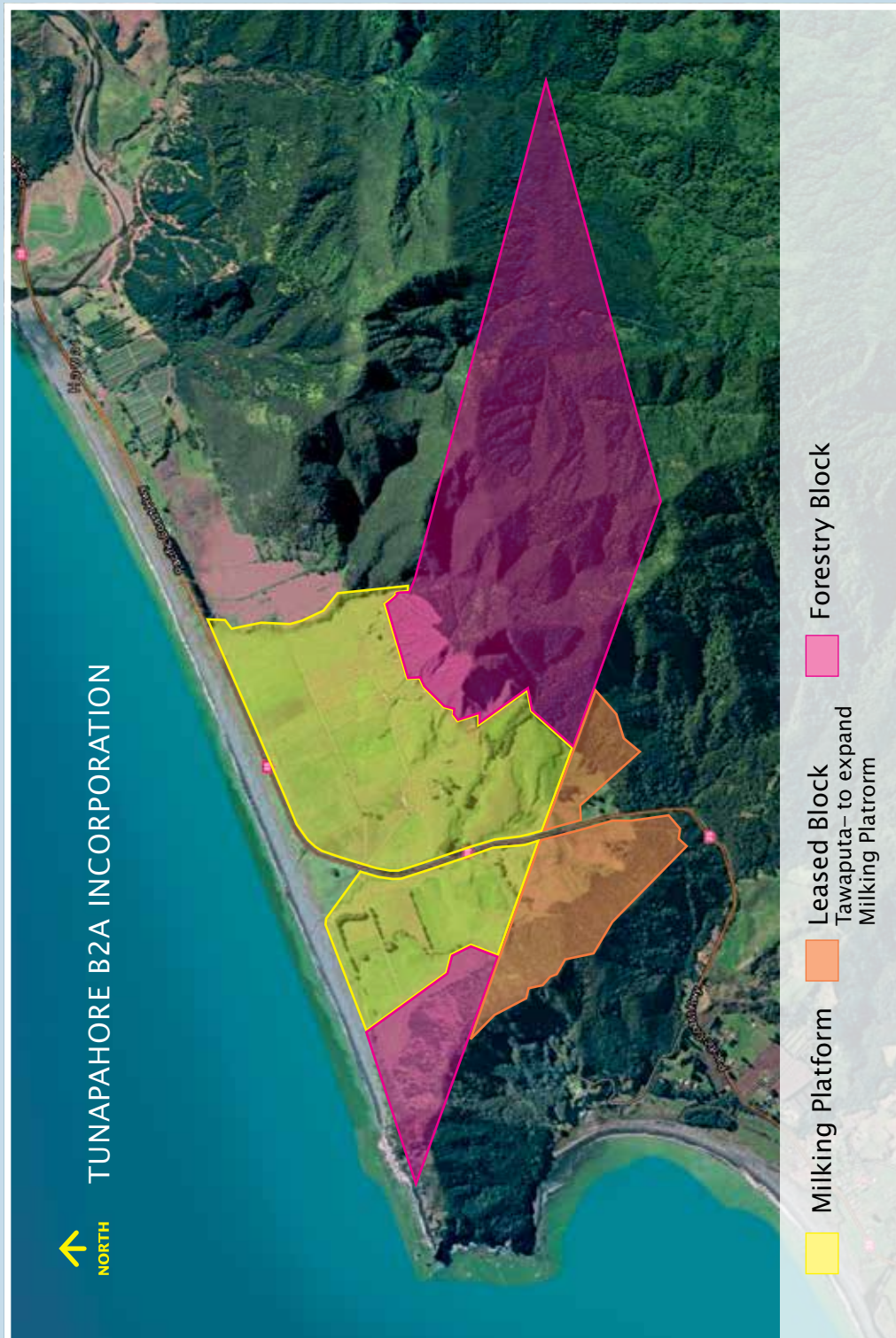
The urupā on the farm is fenced off.

The farm requires a better mobile phone system in the area, to enable use of all the resources and apps available for farming operations.



»» Tunapahore B2A Incorporation

FARM MAP



»» ABOUT THE COMPETITION

AIMS

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

BENEFITS TO THE ENTRANTS

By entering the Awards, participants will gain:

- Recognition for excellence in the dairy 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 dairy farming.
- Exposure to practices and approaches of other Māori dairy farmers.
- Significant enhancement to the productivity and profitability of their farming operations.
- Recognition of the major role Māori farmers have in the New Zealand economy.

AWARDS

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

JUDGING

Judging will be based on:

A. The efficiency with which the property is farmed relative to its potential.

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

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

B. Financial results where:

- Profit will be determined by the calculation of the operating profit per hectare, that is gross income, net of stock purchases (adjusted for changes in livestock numbers) less any working expenses, Interest, development, capital expenditure, drawings, dividends and taxation are not included in the calculation of operating profit.
- Financial performance will be determined from annual financial statements for the three years ending at the farm balance date in 2020.

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

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

CONSIDERATIONS

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

- Triple Bottom Line Reporting which focuses a business on its economic value, added or lost, as well as environmental and social value. Entrants are encouraged to outline their efforts in these areas to the judges during their visits.



- Cost of Production Analysis – calculating the cost of production per unit of output. This encourages the setting of goals for improved performance and allows comparisons to be made between different types of farming businesses. We encourage all farmers to discuss the benefits of adopting such an approach with their advisors.
- Innovation – is the farm looking at innovative technology, processes, tools, practices or embracing new technologies that result in real improvements i.e. financial, farming etc.

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

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

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





AHUWHENUA TROPHY

FINALISTS, WHĀNAU AND SUPPORTERS CELEBRATE THE 2018 AHUWHENUA TROPHY AWARDS DINNER FOR DAIRY FARMERS IN CHRISTCHURCH



2021 AWARDS DINNER

Friday 14th May

TSB Stadium, New Plymouth

For further details email: ahuwhenuacompetition@tetumupaeroa.co.nz

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The Ahuwhenua Trophy Management Committee supports SAFER FARMS.

»» ABOUT THE JUDGES

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

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

FINALIST JUDGES

Dean Nikora – Chief Judge

Having a person with the knowledge and skills of Dean Nikora adds great value to the judging panel. Dean (Ngāti Maniapoto me Ngāti Tama) has extensive experience in governance, representation and consultancy within the primary sector. He has worked with Fonterra Shareholders Council,ASUREQuality and Ballance Agri-Nutrients on a wide range of issues.

Dean is an owner of a dairy and orchard operations in Hawke's Bay. His experience and passion remains heavily focused on land based industries.

Pania King

He Pohatu te Maunga
He Manawa te Whenua
He Whakahirahira te Tangata o raro!

Ko Maungapohatu te Maunga
Ko Tauranga te Awa
Ko Whakarae te Pa
Ko Toi te Huatahi te Whare Tipuna
Ko Urewera te Whare Kai
Ko Te Whakatane te Hapu
Ko Mataatua te Waka
Ko Tuhoe te Iwi
Ko Pania King ahau

Pania and her husband Eugene farm Kirihoa Station, 72km north-west of Gisborne. The husband and wife team won the 2019 Ahuwhenua Trophy for Sheep and Beef. Pania has extensive industry knowledge collected during the past 30-years in the ngāhere, shearing and livestock farming. She balances her farming interests with the needs of her whānau.

Pania was raised by her Koro and Nan on the fringes of Te Urewera (Whakarae). From a young age she was taught the importance of Tikanga Māori, Whanaungatanga, Manaakitanga, Kaitiakitanga and Whakaiti.

Pania sits on several Agricultural sector boards, and is currently a Principal Advisor to Te Puni Kōkiri in the Te Tairāwhiti Whenua Māori team. This position allows her to promote and support governance, productivity, and the environment within the frameworks she learnt growing up.



»»» ABOUT THE JUDGES

Duncan Matthews

Duncan works as a Partner of Corporate Agribusiness for BNZ. Based in Taupo for the past 17 years, Duncan has a diverse portfolio with the majority of his clients operating throughout the Central Plateau and South Waikato area. This includes a number of Māori agribusiness entities, many of whom have strong links to the Ahuwhenua Trophy competition.

Duncan was brought up on a hill country sheep and beef cattle property east of Hawera, Taranaki, and went on to complete a Bachelor of Agricultural Science degree and a Rural Valuation diploma at Massey University, before working in the fertiliser industry and travelling overseas. He is appreciative of the opportunity to judge in the Ahuwhenua Trophy competition for 2021 having judged in both the Dairy and the Sheep and Beef competitions in previous years.

Wilma Foster

Wilma has been involved in the dairy industry in various capacities during her career. This includes the practical expertise gained while working and running dairy farms, including farm ownership, as well as off-farm involvement through farm consultancy and working at DairyNZ. She joined DairyNZ 12 years ago and has held a variety of roles including Consulting Officer, Farm Business Specialist Upper North Island and for the last two years DairyNZ Regional Leader for Waikato where she leads a team of 12 who work with the 3000+ dairy farms in the region.

Wilma has a special interest in helping people turn their dreams into a reality through both strategic and business planning and has been involved with helping Maori trusts create their own pathway to success. She believes that 'our people are our success' and is keen to help and learn from others. Wilma has been involved with Ahuwhenua Trophy Competition twice before as the Ahuwhenua Field Day facilitator.

Outside of her DairyNZ role she also owns and runs a kiwifruit orchard business at Te Puna, Tauranga and has two grown up daughters.

Rito Tapuke – Taha Māori

Rito Tapuke affiliates to Te Atiawa, Ngāti Mutunga, Taranaki Iwi, Ngāti Tama and Ngāti Paoa. Rito is the Pou Amotake – General Manager Corporate Services and Special Projects for Te Kotahitanga o Te Atiawa. He has held a range of different roles spanning management, strategy, general legal practice, policy and accounting in the primary sector including fisheries and aquaculture. He also holds a number of governance roles in Māori trusts, housing and property development. Rito also has extensive tikanga Māori experience and has been the project director of the Ahuwhenua Trophy Project Team and a member of the Ahuwhenua Trophy Management Committee.

Rito also judges on the First Round panel.

FIRST ROUND JUDGES

Peter Ettema – Lead Judge

Peter has worked for the Ministry for Primary Industries – Manatū Ahu Matua (MPI) and its predecessors since 2005. He was brought up on a dairy farm in the Manawatu and has worked in the agricultural sector throughout his career, both in New Zealand and overseas. Peter is currently a Principal Advisor in the Agriculture and Investment Services Branch - Tapuwae Ahuwhenua at MPI. Peter has a Bachelor of Agricultural Science and a Masters of Environmental Management. Key areas of his work include climate change, land and environmental management and extension capability across the primary sector.



Dave Van Eyk

Dave joined the BNZ as an Agribusiness Manager in 2014 managing a group of agribusiness clients covering the Morrinsville/North Waikato area. His client portfolio is predominately Dairy Farmers and Dairy Goat Farmers. Prior to 2014 Dave gained eight years' experience in the Finance sector in New Zealand and London. In 2005/06 Dave had a brief stint playing professional rugby before injury ended his career. Dave is married to Ana who is an administrator at Agrisea NZ in Paeroa. They have two young children and live on their 47ha dairy support block which supports a 700 cow dairy farm in Mangatarata which they are invested in. Any spare time is spent with the family, biking and bush walking.

Nicole Cochran

Nicole (Te Whānau-ā-Apanui) is currently a Senior Consulting Officer for DairyNZ covering Central/Northern Southland. She has been with DairyNZ since 2016 and is originally from a dairy farming family located in Whakatane, Bay of Plenty. Prior to DairyNZ her qualifications and career include completing a Bachelor of AgriScience with Honours in Dairy Production at Massey University in 2012 and has worked in both the dairy industry and as a manager's assistant on a large cattle station in Australia.

As a Senior Consulting officer with DairyNZ her role specialises in facilitation, conducting one-on-one farm visits and liaising with farmers to provide advice to further develop their farm business. She is also involved with the Southern Dairy Hub, attending weekly meetings for on farm decision making and collating weekly farm reports.

Sam Cashell

I te taha o tōku kuia
Ko Aorangi te maunga tapu
Ko Rangitikei te awa
Ko Tākitimu te waka
Ko Ngāti Kahungunu, ko Ngāti Tūwharetoa ngā iwi

I te taha o tōku koroua
Ko Ongerua te awa
Ko Poutama te tangata
Ko Tainui te waka
Ko Ngāti Maniapoto te iwi

Nō Taihape ahau
Ko Hāmiora Karaitiana Cashell tōku ingoa

Sam has spent 10+ years working alongside farmers in the sustainability space including three years with Horizons Regional Council before joining Fonterra in 2012. In this time, he has developed a practical understanding of the environmental challenges and opportunities we face as a primary sector. More recently he has moved into the Matakahi Māori Development team covering Waikato and Te Tai Tokerau where he has really enjoyed the diversity of the role and working alongside our farmers, whānau, iwi and hapū. He holds a Bachelor of Environmental Management degree from Lincoln University and is a Certified Nutrient Management Advisor. Sam is extremely grateful for the opportunity to be involved in the judging for the Ahuwhenua Trophy.



AHUWHENUA TROPHY EXCELLENCE IN MĀORI FARMING AWARD 2021 DAIRY

PLATINUM SPONSORS



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

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

Ministry for Primary Industries
Manatū Ahu Matua



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

GOLD SPONSORS



Office of the Māori Trustee

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



Be good with money

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



Our purpose is to secure and enhance the profitability, sustainability and competitiveness of New Zealand dairy farming. DairyNZ represents all New Zealand dairy farmers in protecting and advancing their competitive edge on the global market. Demonstrating and delivering value to levy payers is crucial to our continued existence and is the key focus to our work.



Dairy for life

Fonterra is proud to be a long-standing sponsor of the Ahuwhenua Trophy and to celebrate exceptional performance within Māori dairy farming. Fonterra is a global dairy nutrition company, co-operatively-owned by 10,500 New Zealand farmers. We are committed to supporting our Māori farmer shareholders to grow their farm operations and achieve their dairying aspirations, for generations to come.



**NZ MĀORI
TOURISM**
HE TOA TAKITINI

‘OUR STRENGTH IS IN UNITY’

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

SILVER SPONSORS



BRONZE SPONSORS



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**AHUWHENUA
TROPHY**