



Tuputupu Grow Northland Initiative

NorthlandInc

Growing Northland's Economy
Kia tupu ai te ōhanga o Te Tai Tokerau

Draft - April 2023

Tuputupu: To grow, with vigour

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Whakatauki

Ko Rongo-mā-Tāne te atua o te hua kai,
he puāwai nui, he oranga whānui.

Rongo-mā-Tāne the traditional protector of
cultivations, ensures fruitful harvests, and all-
embracing well being for the land and the people

This whakatauki acknowledges Rongo-mā-Tāne, the traditional atua of cultivated foods and recognises the importance of providing nourishment and well-being through the cultivation of food for the people. This whakatauki encourages working in harmony with the land to produce bountiful harvests that provide sustenance and health for our environment and communities.

Wero

We are seeking your help to raise the funding
required to implement this initiative.

Together, with your voice and your support for this
plan, we can help our region thrive.

Introduction

Northland's economy has long depended on the economic returns and employment opportunities created by the primary and associated manufacturing sectors. In the Tuputupu framework the primary sector encompasses pastoral & arable farming horticulture, aquaculture and forester. In 2023, the primary and associated manufacturing sectors were 80%¹ of Northland's exports (Primary Sector Activities- 33% & Associated Manufacturing 46%) and generate \$1.1b in GDP (12%). This translates into 5037 businesses employing over 10,000 people. - around 13% of Northland's workforce.

Land use across Tai Tokerau has reflected this, with pastoral farming accounting for 46%² of land use in the region. Many pastoral farms are family-owned, and have been managed and passed down through the generations. Between 1994 and 2021 in Northland, total beef cattle numbers declined by 38%, dairy cattle declined by 13% and total sheep are down 30%. Northland's dairy sector is made up of approximately 700 owner/operated farms, with an average herd size of 325 and utilising 110,00 effective hectares across the region³. This accounts for 5% of New Zealand's herds, while beef cattle in Northland represent 10% of the country's total stock. In the last 20 years, harvesting of exotic timber has increased five-fold⁴, with latest data showing approximately 6,300 hectares planted or replanted in 2018 alone. Within horticulture, the most significant change in an increase of avocado crops from 331 hectares in 1994 to over 2,000 hectares in 2020⁵.

Over the years, despite the introduction of new technologies, land use itself in Northland has been a slow evolution. External factors are now significantly affecting this sector, forcing landowners to rethink the viability of their current practices and consider alternatives. Landowners are being asked to contribute to, and adhere to, climate change and regulatory and legislative requirements, along with changes in societal expectation, consumer demand and trade or market access. This is all while also driving ongoing business performance.

With regulatory constraints making existing models unsustainable and limited family succession planning in place for many landowners, many stakeholders are considering the need to either sell land or diversify.

Very few are considering alternative agricultural or horticultural opportunities, in part because of the complexities involved with moving into completely new sectors where they don't have the knowledge or support to research and then establish such alternatives. In a recent investigation by the Parliamentary Commissioner for the Environment, forecast modelling suggests that based on likely trends, up to 50% of Northland's landscape could be converted to pine plantations by 2060⁶. This creates a significant risk for Northland, in terms of food sustainability, socially, economically and environmentally.

Alongside these changes in pastoral farming, there is also a growing interest from iwi and hapū across Northland to realise greater potential in their whenua, to help sustain their people and grow jobs within their haukāinga. The production of kai to ensure whānau are provided for locally is seen as a priority. The potential to diversify production, including rongoa, also presents opportunities that are being actively explored by iwi and hapū in the region. Maintaining tino rangatiratanga and mana motuhake are critical to the success of any initiative for Māori in the Tai Tokerau.

Iwi are actively seeking opportunities to establish commercial initiatives in a way that supports their hāpu and whānau. In addition to establishing commercially profitable ventures; growing leadership and education relating to whenua management, employment and capability building to bring whānau back to the land, and social connection drive the development aspirations for Māori in Northland.

To date, a number of land use optimisation projects have been successfully delivered through the Tai Tokerau Economic Action Plan (2019)⁷, including Extension 350, Kaipara Kai, implementation of the Te Tai Tokerau Māori Farming Collective, research into expansion of berry production in Northland and support for the commercial expansion of avocados. Research and analysis from these projects, including [Extension 350](#) and [Kaipara Kai](#), highlights some landowners are actively seeking support and guidance when it comes to diversification, and are more likely to optimise land use when supported by clear, expert advice and relevant, robust data.

1. Infometrics New Zealand - <https://infometrics.co.nz>

2. Land Cover Database 3 data - <https://www.nrc.govt.nz/>

3. New Zealand Dairy Statistics 2020-21 - <https://www.dairynz.co.nz/>

4. Statistics New Zealand - <https://nzdotstat.stats.govt.nz/>

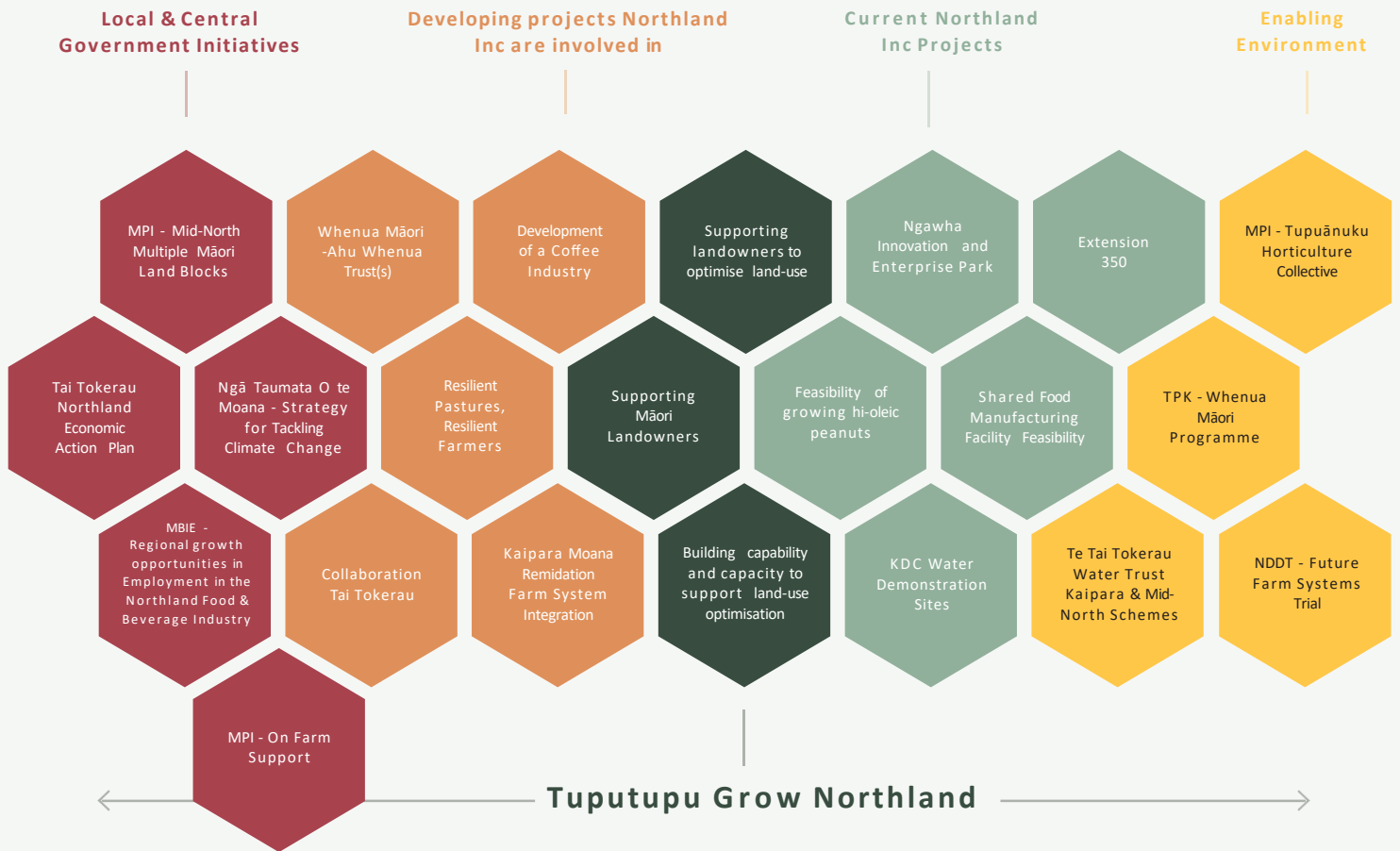
5. Statistics New Zealand - <https://nzdotstat.stats.govt.nz/>

6. Parliamentary Commissioner for the Environment - <https://pce.parliament.nz/>

7. Tai Tokerau Northland Economic Action Plan - 2019 Refresh Version 2.0

Sector overview

Primary and associated manufacturing



Economic contribution of the primary & associated manufacturing sectors in Northland

Contributes to over

80%

of Northland's exports

9.8%

Northland's GDP

5037

Businesses

1.1b

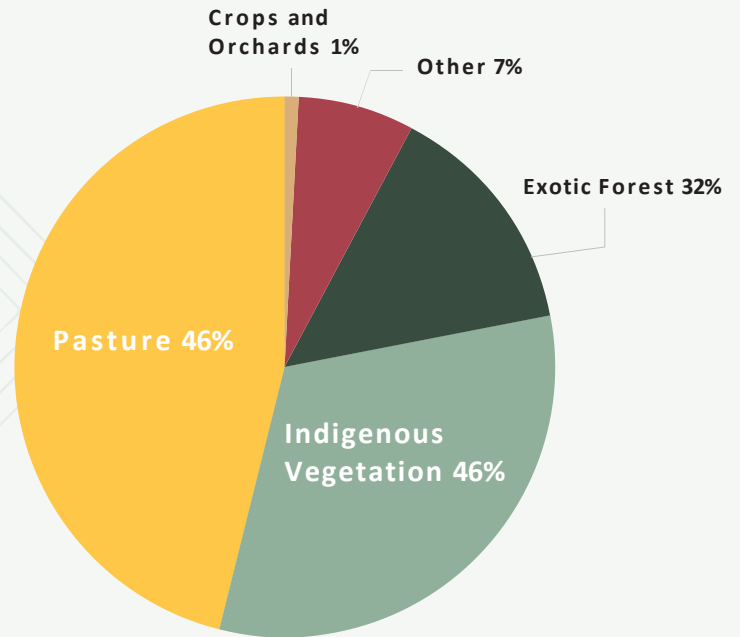
Generated in GDP

10,617

People Employed

Land use in Northland

Agriculture, forestry and horticulture play an important part in the local economy, as reflected in the percentage of land used for these activities (Source: Land Cover Database 3 data)



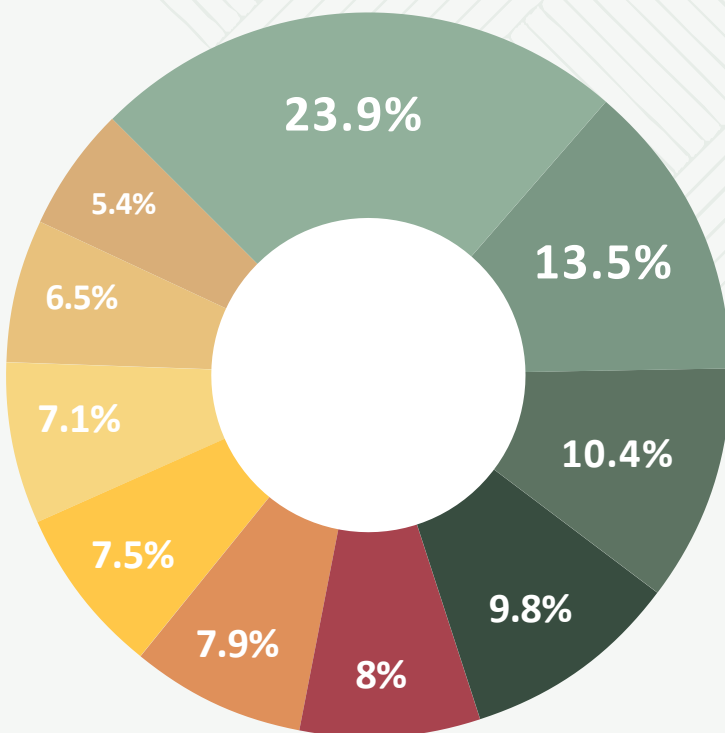
Economy at a Glance

Level
\$9,485
 Million in 2022 Prices

Regional Growth
4.7%
 Northland Region

National Growth
5.3%
 New Zealand

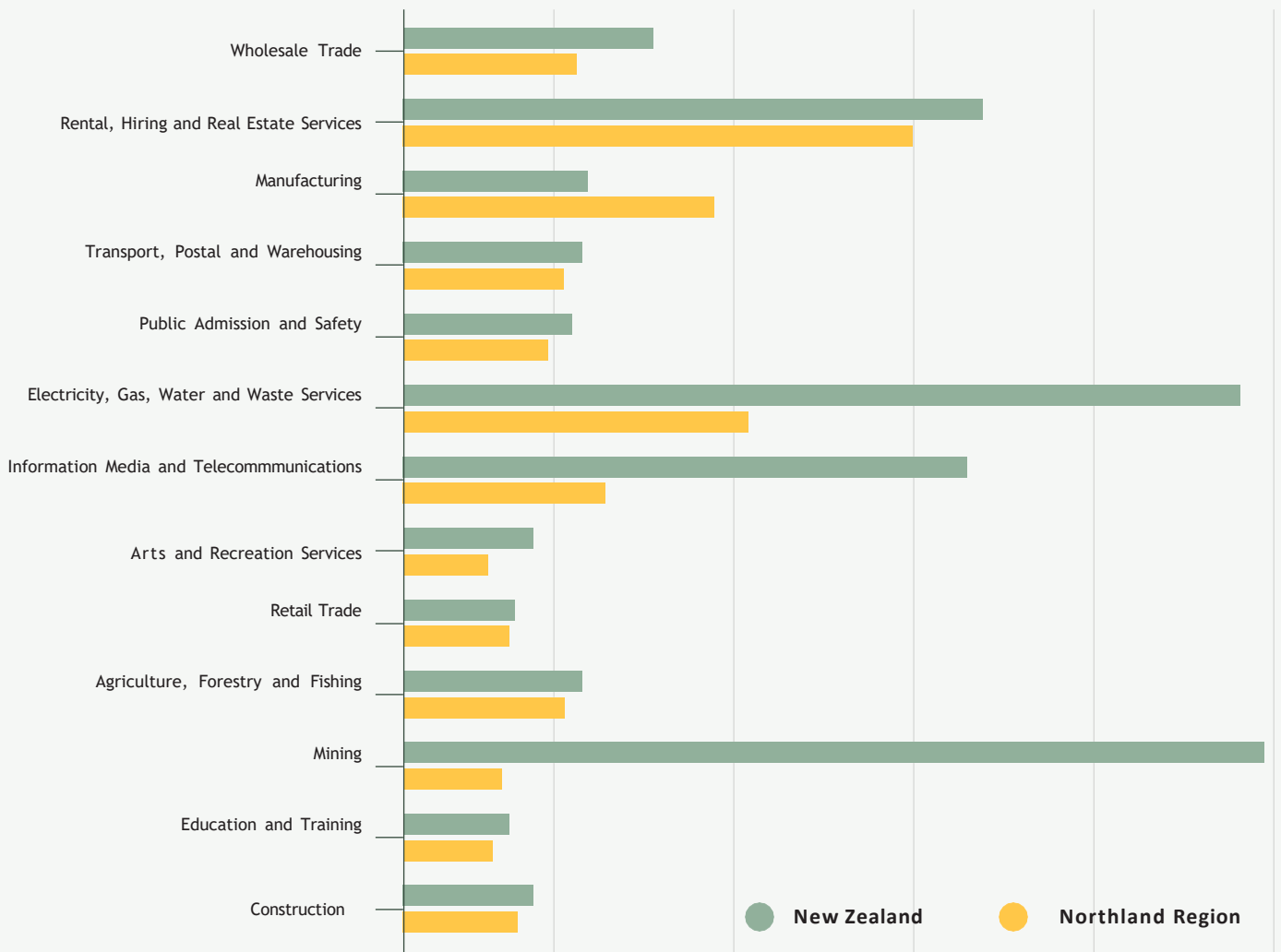
Northland can create significant growth in the long term. The potential employment size-of-the-prize for Northland is estimated to be between 4,500 and 10,500 new jobs. (Coriolis, 2019)



Proportion of GDP by industries, 2022

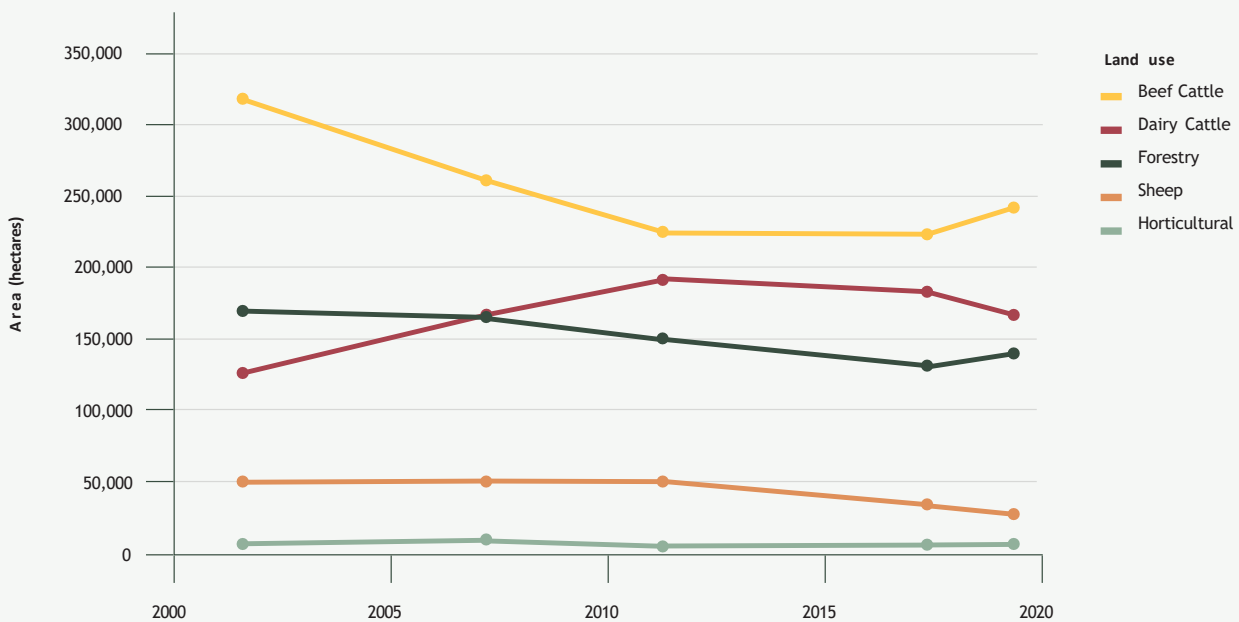
- All others
- Manufacturing
- Owner-Occupied Property Operation
- Agriculture, Forestry and Fishing
- Construction
- Health Care and Social Assistance
- Unallocated
- Rental, Hiring and Real Estate Services
- Retail Trade
- Professional, Scientific and Technical Services

Productivity by industries, 2022



Source: Stats NZ

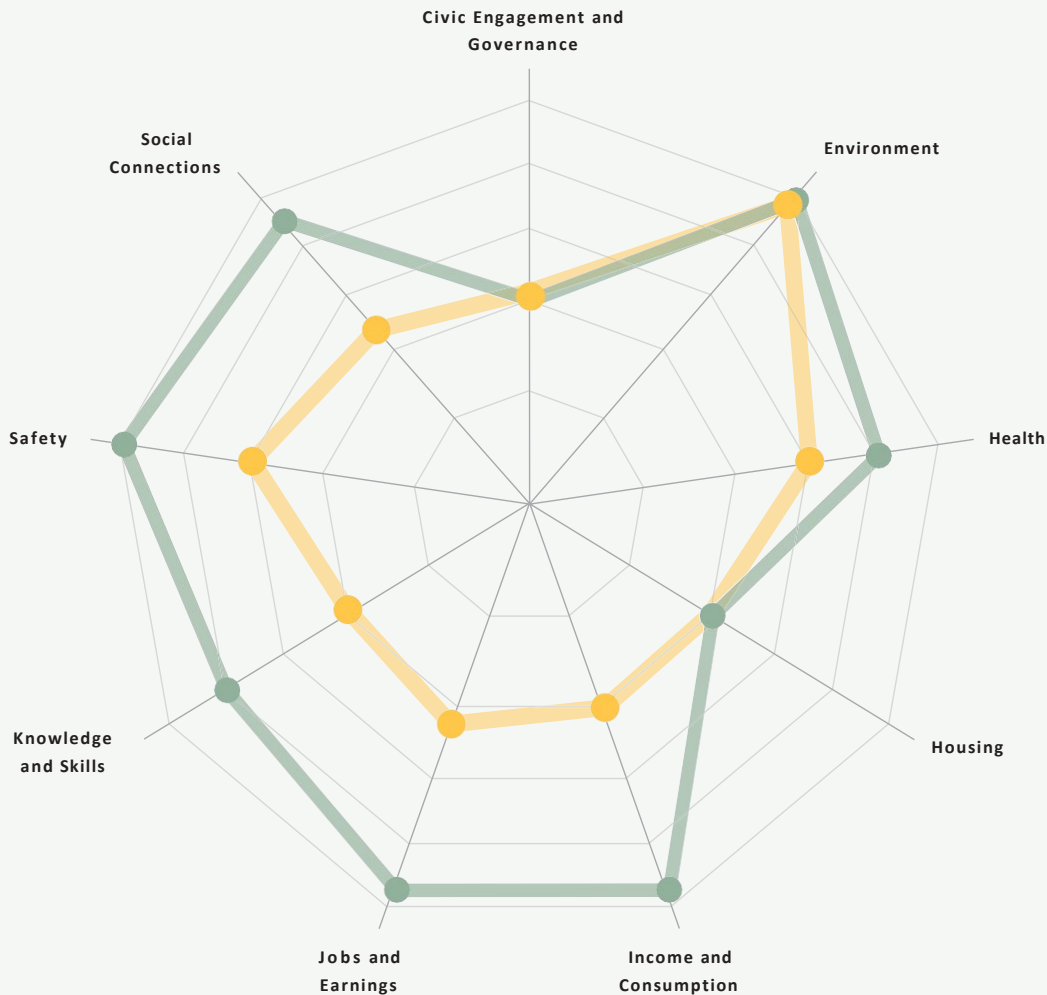
Farm land use area in Northland, 2002 - 2019



Wellbeing Radar

- New Zealand
- Northland Region

Scores closer to the outside indicate greater wellbeing outcomes. Scores closer to the inside indicate lesser wellbeing outcomes.



Post farm gate jobs compared across regions

1.5

Northland

7

Hawkes Bay

30

Auckland

When post farm-gate jobs are compared across regions, it is clear that Northland creates less from its abundant raw materials than other regions. As an example, Northland creates 1.5 processing jobs for every 1,000 tonnes of raw materials, compare this to Hawkes Bay which creates 7 jobs or Auckland which creates 30.5 jobs per 1,000 tonnes. (Coriolis, 2019)

Northland Inc's way of working:

Leveraging our local investment

Northland Inc has a proven track record of partnering in support of projects to leverage their investment. Our track record has been to strongly leverage regional investment with private sector investment and central government investment.

Driving return on overall Investment

Northland Inc has a strong focus on delivering overall return on investment. Extension 350: An independent evaluation report produced by Scarlatti Limited identified significant economic successes. The programme investment of \$4.1m generated financial returns of \$48.6m against measurable financial outcomes. This result reflects an almost 12:1 return on investment, with environmental and wellbeing outcomes additional to this figure.



The challenge

The primary and associated manufacturing sectors are currently facing a high degree of uncertainty, with unprecedented impending changes from external factors outside the control of landowners. This is further exacerbated by changes within the farm gate.

The changing environment is demanding adaptation, as individuals, as landowners and as business owners. As a result, landowners in particular are being confronted with significant challenges, including biophysical, climate, economic, technological, societal, legislative and personal.

Significant change within the sector

Key considerations for landowners now include:

- Regulatory requirements e.g. fresh water policy (fencing and planting, sediment reduction) Farm environment plans, processor conditions of supply
- Legislative requirements e.g. GHG emissions, synthetic nitrogen usage
- Climate change (e.g. weather patterns are changing, temperatures increasing, availability of water, current pastures not suited to warmer climates)
- Relative profitability of the land use (e.g. access to capital, skilled labour, markets)
- Societal pressures and social licence for farming (e.g. food safety, animal welfare, forestry waste)
- Consumer-led demand (e.g. alternative proteins, changing diets, shift to plant-based)
- Trade/market access
- Personal circumstances (e.g. ageing sectors, limited succession opportunities, attitudes to change and risk)

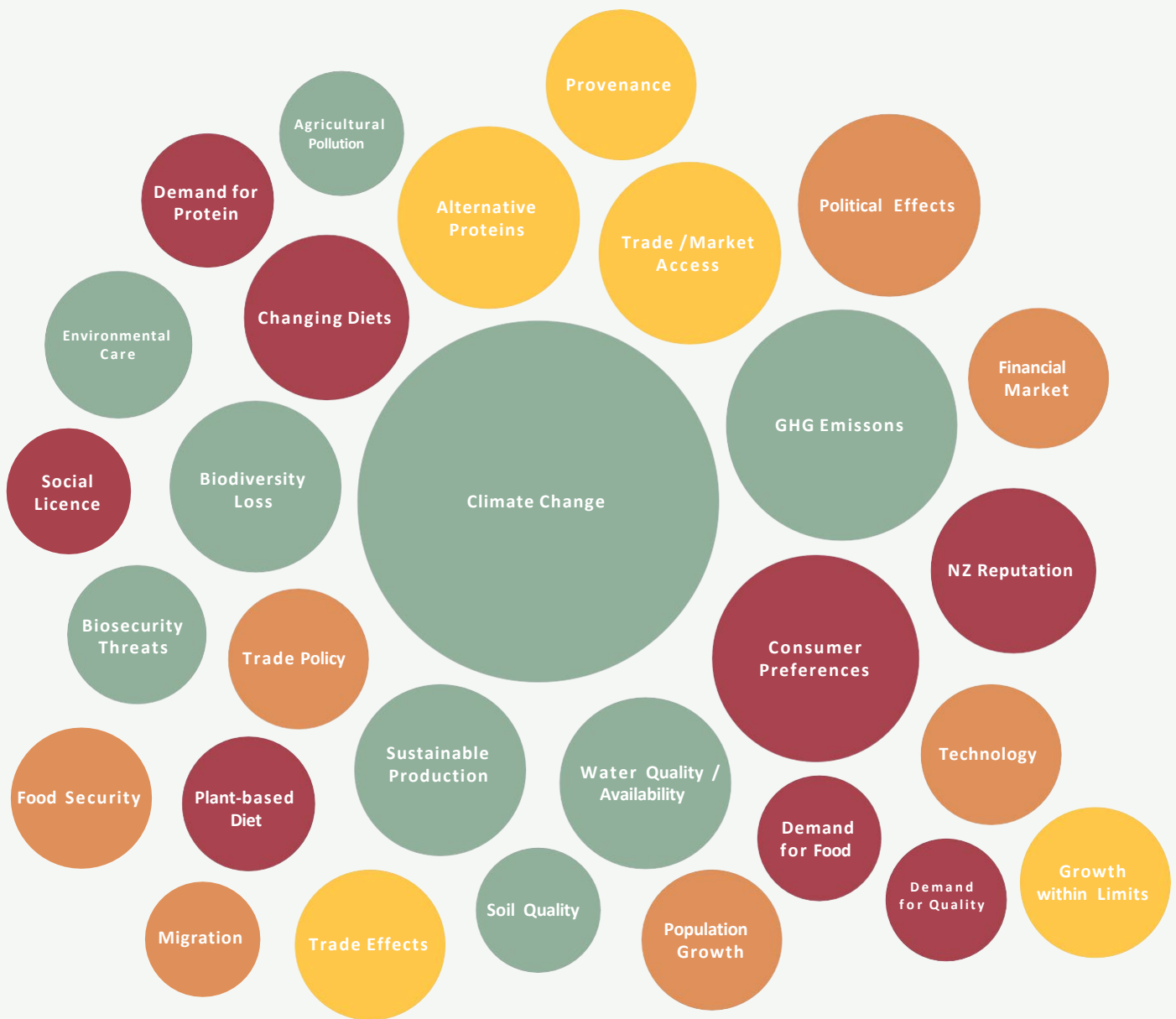
Fonterra confirms the number of dairy farms is reducing every year and due to environmental factors including climate, terrain and access to market, along with profitability, processor requirements, pastoral farmers in Northland are typically underperforming when compared to national data. Succession planning within families is variable, meaning that landowners are often forced to consider selling as they near retirement.

Māori connection to the whenua

For Māori landowners, whenua is not merely a commercial asset, but rather a fundamental part of their cultural identity and foundation for future generations. Iwi and Ahu Whenua Trusts are exploring alternative land utilisation options that can generate greater economic and social benefits for their people while still securing their rangatiratanga and ownership of their land. Overall, while the decisions to invest in alternative land utilisation is not always easy for Māori, there are ways to work together to make informed decisions and build a sustainable future for Māori communities in our region.

Beyond just economic outcomes

All this change creates uncertainty around economic, environmental, cultural and social outcomes for Northland. The interconnectivity of these outcomes mean they cannot be disentangled and it is therefore no longer relevant to address them independently - all and any solutions or responses to change need to be holistic. As an example, returns from carbon farming are currently outperforming sheep and beef farming, but this also means majority of downstream income will most likely leave the Northland economy as most commercial forestry in the region is owned by companies outside the region. This trending shift from pastoral farming to forestry also represents job losses and a significant loss of return back into the local economy - and communities - through trading for farming supplies, materials and stock. As a rural region, many towns and communities currently rely on this trade to support their business outcomes.



Consideration for a triple or quadruple bottom line (environment, culture, social, economic) is now more accepted in the sector and this was successfully tested within the context of pastoral farming in the Extension 350 Programme, which was built around three outcomes of increasing farm profitability, increasing environmental sustainability and improving farmer wellbeing. Extension 350 farmers responded very positively to this approach and highly valued

the support they received to achieve environmental and personal wellbeing outcomes, as well as improve profitability. As seen in Extension 350, there is also now a much stronger focus on resilience within communities, government and industries, following the impact of Covid-19 over the last few years and more recently, extreme weather events such as Cyclone Gabrielle.

The opportunity

The status quo of doing nothing is no longer an option. Adaptation and innovation in the primary and associated manufacturing sectors is critical to ensure the people and environment of Tai Tokerau can thrive into the future.

While change is challenging and confronting, there are also many exciting opportunities to come from this, with iwi-led investments ensuring mana motuhake aspirations and a 'by Māori, for Māori' approach to new initiatives that consider long-term sustainability (a 500 year outlook) and a quadruple bottom line approach.

The current environment presents a unique opportunity for Northland Inc to take the lead in supporting the primary sector through sustainable land use optimisation, as they adapt, innovate, evolve and thrive into the future.

This change will be challenging for many, and as Northland's economic development agency, Northland Inc has a responsibility to lead, support and help deliver solutions, including supporting scientific research and development into new technologies, methods and innovations, land use trials, industry collectives and diversification.

In addition, iwi and hāpu are actively seeking support to realise the potential of their whenua and this is a valuable opportunity for Northland Inc to partner with local iwi for outcomes that benefit the region today, as well as future generations. One challenge for Māori in this context is the collective ownership and decision-making that often characterises their relationship with and management of the land. This adds complexities to the implementation of new projects or investments, especially when there is limited capacity or expertise within the community.

In this situation, Northland Inc and other organisations can play a valuable role in supporting programme delivery and increasing capability. For example, helping to identify project leaders and facilitate programme delivery, which can in turn help to build the necessary capacity and expertise within communities. Supporting cluster development is another important role that Northland Inc can help to facilitate for Māori collectives who are at similar development stages in exploring specific growing opportunities.

To increase adaptation and innovation in Northland's primary sector around land use choice through to commercialising new potential agribusiness opportunities. This will support more high-quality employment and a prosperous primary sector from farm gate to domestic and international consumer. Independent research suggests the potential new employment opportunity for Northland is between 4,500 and 10,500 new jobs through value added manufacturing and new crops, (Coriolis, 2019).

While there are ongoing challenges such as Northland's distance to market and poor infrastructure, it is evident the primary and related manufacturing sectors play a critical role in the economic, social, cultural and environmental success of the wider region and must therefore be a key consideration in any economic development planning.



Vision

Tai Tokerau Northland's people and environment thrive through adaptation and innovation leading to sustainable, optimised land use, commercialisation and value add products

Purpose

To assist landowners identify optimal future-focused land uses, including adapting current operations to cope with climate change challenges and opportunities, and to enable the commercialisation of new primary based products and services.





Goals

- Support and facilitate new commercial opportunities for landowners to explore and consider
- Support existing land use optimisation
- Support innovation, commercialization and added value manufacturing of those opportunities across the region using sites such as the Ngawha Innovation Park
- Facilitate access to expert advice, guidance, industry connections, resources - R&D services, investment funding, commercialization capability
- Māori landowners, iwi, hāpu and whānau are supported to grow Māori leadership, build capacity and capability for the future and strengthen mana motuhake (by Māori, for Māori). e.g early stage Ahu Whenua Trust collective
- Northland's primary and associated manufacturing sectors feel connected through proactive collaboration for collective impact e.g.Land use change, CTT hui, coffee workshops
- Northland's primary and associated manufacturing sectors understand and value the importance of the triple bottom line (economic, environmental, social) e.g.Kingfish project, E350
- Northland landowners feel supported to adapt and innovate through expert advice, guidance, industry connection and access to resource e.g. peanut project, coffee
- Northland-focused research and development into sustainable land use optimisation is recognised as a priority by regional leaders, primary sector businesses, landowners and Northland Inc's stakeholders e.g. diversified forages project, E350, KMR
- Ensure Tuputupu is collaboratively funded to ensure operational sustainability over a 5 year period

Success Pathways

To understand the impact Northland Inc is seeking, the measures below will be held as indicators of success for the future of the primary and associated manufacturing sectors in Northland. Alongside all these success measures will be an improvement in environmental practices in line with all current legislation, strengthening of community wellbeing and resilience and a growing long-term commitment from landowners to achieve sustainable land use optimisation.



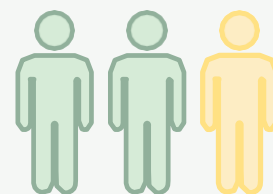
Farmgate profitability increased by 5%

Within farm gate return per ha increases across all land use types



GDP increased by 50% to \$1.6B

Increase in GDP from the primary sector for Northland over five years



5000 new jobs created

Creation of new employment in primary and associated manufacturing sectors



Increase in support from Northland Inc for programme delivery and capacity building within iwi and hāpu



20 new business

Increase in primary sector manufacturing within Northland



5 new crops commercialised

New horticulture crops successfully established and commercialised



5 new pathways to market established

New markets identified for horticulture



7 jobs per ha post farm gate

Number of post farm gate jobs increases per ha



20 new business

Increase in new business enterprises developing value-add products from primary resources

Establishing Tuputupu

Northland Inc has supported a number of projects in the primary and related manufacturing sectors to date, including Extension 350, Kaipara Kai, the development of Ngawha Innovation and Enterprise Park and trialling hi-oleic peanuts.

These projects have typically been driven from the sector or iwi and have aligned with the agriculture and horticulture objectives in the [Tai Tokerau Northland Economic Action Plan \(TTNEAP\)](#). Northland Inc has provided a wide range of services and support, including planning and development, sourcing of funding, programme delivery, research and development, capabilities building and helping to support coordination and collaboration between industry bodies, landowners, government and community.

Projects have been largely delivered as one-off programmes of work over the last seven years and have not been intentionally integrated or considered as contributors to a wider initiative for the region as a whole.

Tuputupu is an opportunity to build on these previous projects but in a much more strategic and sustainable way, by developing a cohesive and coherent initiative that will strengthen engagement among the sector, bring sector groups together and enhance opportunities for innovation and high value manufacturing.

Having a dedicated Tuputupu team within Northland Inc will provide the sector with ongoing advice and support to achieve sustainable land use optimisation, and build on the learnings of previous projects to strengthen and grow the sector's knowledge base.

Tuputupu is able to hold a unique role in the sector by:

- Facilitating government and private partnerships
- Bringing multiple agencies together in a collaborative and coordinated approach
- Leveraging local funding to attract wider central government support
- Attracting philanthropic/impact funds
- De-risking early stage opportunities to increase likelihood of commercial investment
- Helping Northland communities understand the social, cultural, environmental and economic impacts of land use change across Tai Tokerau.

By establishing Tuputupu now, Northland Inc will capitalise and build on the momentum, engagement and project foundations created in the sector over the last seven years. With this collective knowledge and experience, Tuputupu and Northland Inc can then apply these learnings to future opportunities. As an example through Extension 350 Northland Inc was able to leverage NRC initial funding by 4 times. The project itself then provided an overall financial return of 12:1 for the participants involved. The programme also adopted a triple bottom line approach to measuring outcomes which was well received by funders, programme participants and the wider rural community. This model could now be applied to future projects.

By retaining the skills, relationships and experience of the team currently associated with delivering these projects, valuable industry knowledge will be retained within the organisation, rather than being lost. This will ensure Northland Inc's knowledge base continues to grow, develop and, in turn strengthening Northland Inc's reputation within the sector.

Partnership Opportunities

One of the most significant opportunities through Tuputupu is that of partnership. With a region like Tai Tokerau, the best outcomes will come from working together and taking a collective and collaborative approach to both the challenges faced and solutions found. Northland Inc is uniquely positioned to bring together central and local government organisations and projects that will be commercial in nature, may attract funding from multiple investors across private and government, and provide objective project leadership and guidance, with a focus on regional priorities and strategic intent. This may involve new and innovative collaborative operating models in the future across a number of partners -including central government, local government, CCO's and private investors.

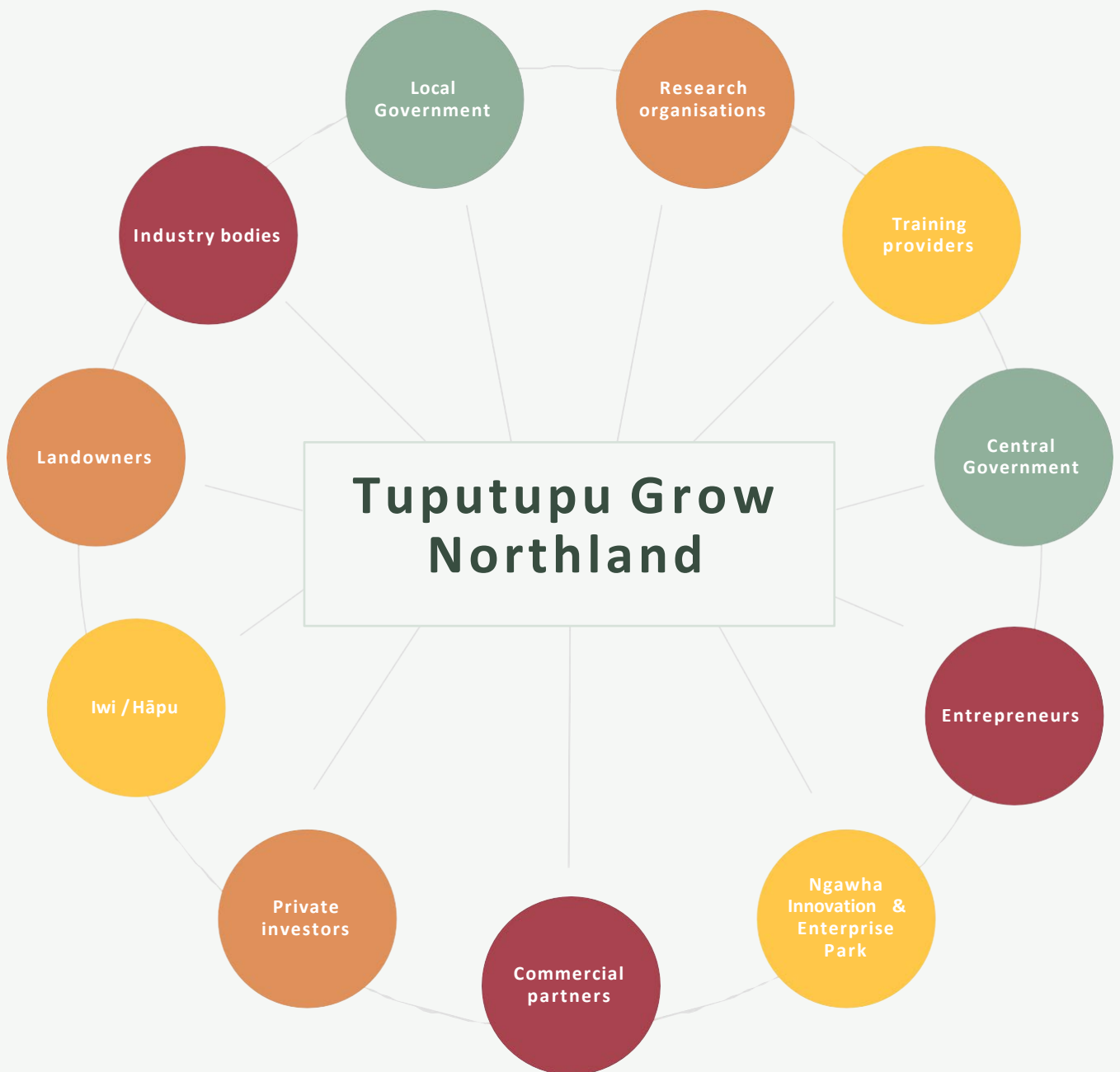
Potential Partner organisations

There are a number of organisations across the sector that may be interested in partnering with Tuputupu in a range of ways, including shared resources, data and analysis, people and capability and core funding. One of the strengths of Tuputupu will be to bring together organisations and groups from across the sector, to connect and collaborate, in order to achieve more cohesive outcomes for the sector and the region.

- Sustainable Food and Fibre Futures, On Farm Support, etc
- Landwise
- Northland Regional Council
- Kaipara Moana Remediation
- Foundation of Arable Research
- Plant and Food Research
- Te Puni Kokiri
- DairyNZ
- Beef and Lamb NZ
- Hort NZ
- Vegetable Growers Association
- Kaipara District Council
- Whangarei District Council
- Far North District Council
- Our Land and Water
- Department of Conservation
- Ministry of the Environment
- Manaaki Whenua
- Kanoa
- Landcare Groups
- Iwi/Hapu
- NIWA
- Scion
- Callaghan Innovation
- Agresearch
- Agfirst
- Massey University Farmed Landscapes Research
- NZ Soils
- Farming with Native Biodiversity Project
- Different Emerging Sub/Tropical Fruit Growers.
- Collaboration Tai Tokerau
- Tatai Trust
- AgMart
- Northland Dairy Development Trust
- Northland Agricultural Research Farm

Supporting Meaningful Collaboration

Tuputupu creates the space to support meaningful collaboration with organisations from across the sector. As an organisation, Northland Inc ensures connectivity between all relevant entities and supports continuity beyond fixed project funding. Tuputupu is the korowai (cloak) that can wrap around the sector.





Delivery Framework

Tuputupu will by its very nature be agile and evolving. Engagement with the wider sector is a critical next step and this document seeks to outline the direction of Tuputupu, as well as key functions and actions in the first 12 months. Alongside this, priorities for land use optimisation have been developed as initial guidelines for assessing and understanding opportunities within the sector.

Tuputupu will change the way Northland Inc supports the primary and related manufacturing sectors and this will need to happen over time, as relationships are established and capacity is built.

Initial actions have been outlined below as the first steps towards building a cohesive, sustainable, integrated business unit within Northland Inc.

There are a number of existing opportunities - and relationships - that meet the Tuputupu priorities and allow for short-term measurable outcomes, from which to build capacity within the team. Most critically, by moving forward with these projects it will maintain momentum in the sector. Not continuing these projects represents significant losses in terms of knowledge sharing, and investment return - this initiative is intentional in its long term, sustainable approach to regional growth and development.

Key functions of Tuputupu

- To build regional added value manufacturing capability and attract associated investment into Northland – a key conduit to this is the Ngawha Innovation and Enterprise Park
- Attract Government and other funding into Northland from a range of funding entities that may not be accessible by individual investors or sector collectives
- Provide independent advice and support to land-use optimisation projects so landowners feel supported to make change
- Support research and development into new industries, with a focus on innovation and high value manufacturing
- Provide a regional lens to primary and associated manufacturing sector activities and investment
- Supporting others in their journey of success
- Understand and mitigate the risk for investment into unproven business opportunities
- Proactively work across Northland Inc business units to provide cohesion to regional activities and maximise the investment journey for new projects
- Hold record of learnings from past projects so these can be shared with others
- Strengthen communication, engagement and collaboration within sectors and across region
- Support research and data collation to inform future investments





Priorities for land use optimisation

In order to achieve the identified outcomes, priorities are needed to determine the distribution of resources. It is envisaged Tuputupu will be responsible for connecting researchers and funders, identifying and supporting projects that will support the Northland Inc vision of sustainable, optimised land use, as well as the wider primary sector development initiative for Northland.

Tuputupu will be looking to reflect the following priorities across all its projects and workplan, and these themes will form part of the assessment matrix for new opportunities. All these themes are underpinned by the need for a quadruple bottom line focus on economic, social, cultural and environmental outcomes.

Innovation

Projects are committed to using innovative technologies and methods to ensure a competitive market advantage and support training and capacity building of project team

High value

Projects understand the importance of high value production and manufacturing and have a strategic plan to enhance opportunity through employment and capability building and bringing qualified people back to Northland

Sustainability

Projects are delivered in a sustainable manner, with clear measures on the economic, social, environmental impact, both short term and long term to achieve 'triple bottom line' results

Capability building

Projects will create opportunities for employment and training to increase capability amongst Northland communities, iwi/hāpu and businesses

Mana motuhake for iwi / hāpu

Projects will support tino rangatiratanga and mana motuhake aspirations among iwi, hāpu and whānau across Tai Tokerau, with a 'by Māori, for Māori' approach

Resilience

Projects are designed to build and support regional and community resilience

Food sovereignty

Projects will support the provision of food for the people of Tai Tokerau before crops and products are exported nationally and internationally

Collaboration

Projects will enhance sector collaboration and deliver better outcomes to market through stronger networks and a cohesive approach

Economic development

Projects will contribute to the growing economic development of the region through employment and business investment in the region

Baskets of knowledge

Projects will clearly demonstrate the application of industry research and learnings and provide data and reporting to support future learnings for other mahi

Climate adaptation

Projects will understand and be able to measure their environmental impact, with active strategies to reduce this impact throughout the life of the project

Sector engagement

It is important that in the establishment of Tuputupu, its objectives and role are clearly understood, in the context of the wider Northland Inc entity and with the primary and associated manufacturing sectors. There are two existing projects - hi-oleic peanut trials and research into coffee production - that would benefit from immediate resourcing and support, as well as continuing to drive engagement and collaboration with Ngāwha Innovation and Enterprise Park.

Action	Rationale
Socialise Tuputupu	Develop narrative to clearly communicate to Northland Inc stakeholders, iwi/hāpu, the primary and associated manufacturing sectors and the wider community, the role of Tuputupu and the opportunities it offers
Develop team capability and resourcing	Retain existing staff to ensure continuity of knowledge, experience and relationships, while evaluating other resourcing needs and recruiting as appropriate
Iwi and hāpu engagement	Begin kōrero, as appropriate, to understand the needs of iwi and hāpu and how these could be supported by Tuputupu
Value proposition	Develop regional prospectus and promote it as an investment opportunity for land use optimisation and added value manufacturing (cheaper land, climate, supply chain diversification)
Hi-oleic peanut trials	Continue support for existing peanut trials through to completion, with support from commercial investment (Pics) and Government (MPI). Options to expand trials in partnership with iwi / hāpu and additional landowners
Coffee production	Support the coffee sector to develop cohort and progress growing trials and manufacturing opportunities to understand viability of commercial coffee growing in Northland - supported by iwi / hāpu, landowners, cafe owners, coffee buyers and roasters, avocado farmers seeking to diversify
Ngāwha Innovation & Enterprise Park	Promote and support Ngāwha Innovation and Enterprise Park as a key pillar in the future of primary and associated manufacturing sectors; strengthen connections between Ngāwha and the sector; identify opportunities to leverage off and maximise facilities at Ngāwha
Infrastructure mapping	Undertake assessment of regional infrastructure facilities and needs (transport, facilities, manufacturing, social) to clearly understand risks and opportunities
Connect and collaborate	Continue to build and develop relationships and partnerships in the sector to support connectivity, collaboration and cohesive investment (e.g. Collaboration Tai Tokerau)
Regular and ongoing engagement	Develop communications plan to ensure regular engagement with the sector and support data capture and knowledge sharing; strengthen Tuputupu's position as a sector and regional connector

Capacity and capability building

A key outcome for Tuputupu is to build capacity and capability in the region through a wide range of activities and approaches.

Action	Rationale
Enhance mana motuhake aspirations	Work alongside iwi and hāpu to enhance mana motuhake aspirations and incorporate Te Tiriti o Waitangi values of tino rangatiratanga into all projects; partner with iwi/hāpu to support opportunities for Māori to return to their land and live sustainably
Support Māori leadership	Work alongside iwi and hāpu to support Māori leadership opportunities relating to whenua management and primary sector technology
Project development and delivery	Support existing projects with resourcing, project development and delivery to ensure continuity of outcomes
Primary and associated manufacturing sectors needs analysis focused on innovation and high value	Undertake a needs analysis relating to labour and skills required for the sectors, both today and in the future specific to innovation and high value
Local government long term planning	Work with local authorities in Northland to incorporate Tuputupu projects into long-term planning for Northland Regional Council, Far North District Council, Kaipara District Council and Whāngarei District Council)
Establish and build relationships with existing training programmes	Working with training facilities, such as NorthTec Te Pūkenga and Regent Training, who are already based at Ngāwaha Innovation & Enterprise Park and well positioned to contribute to new projects
Understand opportunities for food sovereignty	Increase understanding of and opportunities around food sovereignty, including rongoa production and de-commercialisation of food production to ensure the health and wellbeing needs of the people of Northland are prioritised
Develop knowledge base	Develop knowledge-sharing initiative to ensure the learnings, insights and data gathered from Tuputupu projects can be easily accessed and shared
Design investment journey	Develop and communicate an ‘investment journey’ to help industry, iwi/hāpu and investors better understand the support available from Northland Inc at all stages of their project development

Long term sustainability

A key function for Tuputupu is to identify future opportunities for Northland's primary and associated manufacturing sectors and to provide guidance and advice to relevant parties. Alongside projects already under development, a number of new opportunities have been identified for exploration and assessment.

Project	Opportunity	Timeframe
Hi-oleic Peanut Trials	Third year to extend large scale commercial peanut crop with support from commercial investment (Pics) and Government (MPI). Options to expand trials in partnership with iwi / hāpu and additional landowners	Short term
Iwi-led Cluster projects	Iwi land use/optimisation clusters Environmental sustainability Workforce development Business development	Short-long term
Māori-led projects	Strengthen relationships with Māori organisations through regular communication, information sharing and advice and support when required	Medium-long term
Alternate land use/ crop development	Commercialisation of alternate land use/crops and pathways to market i.e. Moringa, Dragon Fruit, Sunflowers	Short-long term
High value manufacturing	Supporting value add activity within region e.g. shared food manufacturing facility at Ngawha and Opuā	Short-medium term
Kaipara Moana Remediation (KMR)	Expand impact of KMR project by bringing in additional partners to develop clusters and enhance land use optimisation beyond fencing and planting already being undertaken; significant R&D opportunities also exist with this project	Short-long term
Ngawha Innovation & Enterprise Park (existing)	Promote and support Ngāwaha Innovation & Enterprise Park as a key pillar in the future of primary and associated manufacturing sectors; strengthen connections between Ngāwaha and the sector; identify opportunities to leverage off and maximise facilities at Ngāwaha	Short-long term
Resilient Pastures	Provide support and advice to project leads (Dairy NZ); opportunity to share learnings and cluster model from Extension 350	Medium-long term
Collaboration Tai Tokerau (CTT)	Support CTT with industry connections, regional data and, access to funding to allow for greater long term collaboration	Short-medium term



Tuputupu timeline

The Investment Implementation requires an initial co funded investment in 2023-2024 to confirm the core team to deliver existing projects, identify new pilot programmes and seek further investors.

Three-stage approach

Start-up (October 2022- June 2023) –

Building sector engagement, continuation of delivery of existing projects. – investment secured.

Implementation (July 2023- June 2024)

This will fund 3-4 roles to complete existing projects, start new ones and find co-funding to deliver on the suggested 12-month programme above, including:

- Co-funding being sought to support Investment & Growth Reserve
- Specific project delivery funding will be sought separately
- Deliver full operation plan for the next 5 years and secure long-term investment

Full Delivery (2024+)

- Scale up programmes of work that contribute to the outcomes of Tuputupu
- 5 trial projects per annum with a commercialisation path to market
- Investment pathways identified including through central government, venture capital, impact investors, iwi investment and other private investment sources
- Embed nature and scope of activity and KPI's into Northland Inc SOI
- Full alignment through Northland Inc Statement of Intent and Shareholder Long Term Plans Investment



SWOT Analysis

The following SWOT analysis provides an overview of the agricultural and horticultural sectors in Northland, and highlights the potential for Tuputupu to enhance the wider sector.

Strengths	<ul style="list-style-type: none"> • Diversity of <ul style="list-style-type: none"> - soil types and - topography - climate strength - people - recognition - Land use • Integrated • Big picture • Collaborative • Transformational • Long lasting • Resilience 	Weaknesses	<ul style="list-style-type: none"> • Diversity of <ul style="list-style-type: none"> - soil types and - topography - climate - people • Level of capitalisation • Access to markets • Supply chain logistics and resilience • Access to capital • Economic and social deprivation • Water • Climatic variability • Skillset and knowledge • Lack of scale of commercialise • Under-utilised land • Environmental degradation
Opportunities	<ul style="list-style-type: none"> • Consumer providence • Access to market • Test bed for impact of climate change • Test bed for innovation • Suitable emerging crops for climate change • Regional and national food resilience • Link Maori with whenua • Social expectation • Wellbeing • Provenance • Co-ops • Cooperation 	Threats	<ul style="list-style-type: none"> • Climate change • Pace of adaptation vs transformational need • Social licence across the primary sector • Dislocation • Regulative and legislative requirements • Unintended consequences • Aggregated impact of individual decisions on region

Appendices



Case studies: understanding the impact

The following case studies relating to Extension 350 and Ngawha Innovation and Enterprise Park demonstrate the successful outcomes achieved to date through Northland Inc's commitment to the primary and related manufacturing sectors. Establishing Tuputupu would allow for many more such projects to be delivered.



Case Study

Extension E350

Extension 350 was a programme born from the shared vision of a committed group of Northlanders wanting to improve outcomes on Northland pastoral farms. The programme ran from 2015-2022 and involved 384 farmers being supported by a range of organisations, and - more importantly - other farmers, with an approach that emphasised the importance of 'farmers learning from farmers'.

The vision was shared by the wider rural sector and E350 attracted significant support from Northland Regional Council, Ministry for Primary Industries, DairyNZ, Beef+Lamb New Zealand and Northland Inc. The role of Northland Inc was one of behind-the-scenes support, helping to attract funding and then providing project management and research and evaluation, to measure the impact of the programme and capture the stories of those involved. E350 created a significant opportunity for cross-agency collaboration, knowledge and resource-sharing and an integrated approach to planning that led to significant on-farm successes.

The three goals or 'planks' for the programme were increased financial profitability, improved environmental sustainability and improved farmer wellbeing.

Independent research evaluating the economic, environmental and wellbeing outcomes of E350 was completed by Scarlatti Limited (Scarlatti) between 2020-2022. This evaluation determined the programme investment of \$4.19m generated returns of \$11.40 against measurable financial outcomes, confirming E350 was a good investment as this represents just one of the three focus areas for the programme. The sustainable and long-term impact of E350 is yet to be realised, with some farmers describing the experience as 'life changing' and others confirming they would have left the industry without the support of E350.

“ That’s the biggest thing, the confidence [Extension 350 gave us]... It’s not just confidence in our farming techniques either, it’s confidence in our budgeting skills and everything that’s going on behind it, from ground level up.

“ [Extension 350 has enabled me to make] the best of the resources available on my farm to achieve a more attractive venture for myself that will hopefully attract a good 50/50 sharemilker to enable my retirement. I would most definitely not be in this position if I had not joined Extension 350.

“ Yes, Extension 350 has benefited me, I had no idea where to go before, it’s got me thinking and asking the questions I need to get the answers and achieve the change I need. I have a vision for the farm and the future now.

“ From where I started in E350, a struggling farmer trying to get everything done, I ended up with a sharemilker on the farm and a nice new shed. It’s made it big enough for me to step back, and I think I’m lucky enough to retire, live on the farm and have it all happen around me... the wellbeing for me has come in my retirement.

E350 was designed to support farmers in three key areas: increased profitability, improved environmental sustainability and improved farmer wellbeing. These were known as the three planks of the programme.

Profitability



of farmers achieved their best annual profit with E350



increase in annual strategic planning among farmers



attended Mark & Measure planning course

Environmental



100%

completion of Farm Environment Plans on target farms



100%

of farms reported some FEP progress actions achieved



100%

completion of Whole Farm Assessments on target farms

Wellbeing



60%

improvement in farmers' social networks



55%

improvement in farmers' business networks



59%

increase in discussions about wellbeing in social circles

“ It has been a genuine partnership. We all believed in what we were trying to do, and saw the value in it, and trusted each other. We didn't get it all right all the time, but the success in this was that we were able to learn when things didn't work, take the feedback... and keep improving.

“ Our wellbeing was so low at the beginning of Extension 350... We cannot emphasise enough how it has helped our mindset having a team of Extension 350 people to help us improve ourselves.

EXTENSION 350
FARMERS LEARNING FROM FARMERS





Case Study

Ngāwha Innovation and Enterprise Park

The Ngawha Innovation and Enterprise Park is being developed on a 240-hectare rural site, just a few minutes outside of Kaikohe. The development of the infrastructure has been funded by Kānoa - Regional Economic Development & Investment Unit. The park is being developed by the council-owned company Far North Holdings, mana whenua Ngāti Rangī, Tinakori Enterprise and the local business community, with support from Northland Inc as the regional economic development agency for Northland.

The purpose for Ngawha Innovation and Enterprise Park is to be the centre of innovative business and processes using the region's abundant raw materials, supported by research and development and workforce training and development. Ngawha Innovation and Enterprise Park provides a regional 'engine' to support all partnerships and, from early-stage start-ups and entrepreneurs, established businesses and collaborations to large multinationals that share our values and vision.

Mana whenua is a key partner to the project and has ensured a strong focus on a quadruple bottom line, right from the initial stages of development, to preserve and enhance ecologically sensitive areas and flora and fauna. Other examples of this strong commitment to environmental, cultural and social sustainability include:

- All consents in place for The Park by way of Special Planning Zone
- Located in an area with a lot of untapped potential and excellent access to water, with the Matawii 750,000 cubic metre dam being on-site
- Adjoining the Top Energy Geothermal Plant, the site benefits from direct line discount charges and wholesale electricity
- Park-like surroundings (working towards 5 Star Green Star Community rating)
- Park core infrastructure is in place and serviced building platforms are ready for occupation
- Circular economy: waste management and exchanges reduce your greenhouse gases and business costs
- Active business development support facilitating symbiotic connections, clustering, research and development and investment
- Bespoke workforce development facilitating training of and support for your workforce on site to meet your skills needs
- Relationship with mana whenua: ecological, cultural, land use, business development, traditional knowledge

Vision for the future

To better help share the vision for Tuputupu, perspectives have been recorded from those affected by the positive outcomes of the initiative, in the future. This is a valuable way to understand the breadth and depth of the potential impact of this initiative.

An iwi member's perspective, posting it to a whanau Facebook group...

Kia ora everyone,

I just wanted to share some really exciting news with you all! As some of you know, I've been working in peanuts for our iwi Ngāti Nota here in Northland over the past few years, and things have really been taking off lately.

I can't believe how successful it's been - we've created so many new job opportunities for our whānau and the wider community, and it's bringing in a lot of new income for our people. It's great to see more of our whānau coming back to our whenua and contributing to our marae and hapū.

I've been working in the farming side of things, and it's been really interesting to learn about the different techniques we're using to grow the peanuts sustainably. We're doing some really cool stuff to reduce the impact on the environment and enhance the well-being of our whenua and Papatūānuku.

And of course, the business side of things is going really well too for our iwi. We've managed to attract a lot of private investment and establish markets both locally and overseas. People love our peanuts for their quality and taste, and it's great to be making a significant contribution to the economy of our region.

I'm so proud of what we've accomplished so far, and I'm really excited about the future of the peanut industry in Northland. I can't wait to see where this journey takes us!

If anyone has any questions about what we're doing or wants to learn more about the peanut industry, feel free to reach out to me. I'd be happy to chat and share more about what we're up to.

Mauri ora,

Hone

Interview with Dargaville Accountant, Carol Edwards

Over the years, farming and forestry have been the backbone of Dargaville's economy. However, in recent times, the trend has shifted towards growing alternative crops, including subtropicals. This change in land use has had a significant impact on the local economy, with increased profitability for farmers and an increase in employment opportunities.

Carol Edwards, a Dargaville-based accountant, has noticed a significant change in her clients who have switched from traditional farming and forestry to growing alternative crops. "There has been a shift towards growing subtropical crops such as avocados, kiwifruit, and macadamias," says Edwards. "These crops are more profitable and require less land, making it easier for farmers to manage their farms."

Edwards notes that the increased profitability of growing alternative crops has been a significant factor in the decision to switch for many farmers. "Farmers are seeing a higher return on investment, with some making up to three times more profit than they were with traditional farming," she says. "It's a win-win situation, as they are using less land, but making more money."

The impact on the local economy has been significant. With increased profitability, farmers are investing more money back into their businesses, which, in turn, has created more job opportunities. "There has been a noticeable increase in the number of people employed in the industry," says Edwards. "From the picking and packing of the crops to the management of the farms, there are now more employment opportunities available."

The shift towards growing alternative crops has not only increased profitability but has also put the region in a prime position to explore added value pack houses and processing facilities. "With the increase in production, there is now an opportunity for farmers to add value to their crops through processing and packaging," says Edwards. "This opens up even more job opportunities for the local community, from the operation of the pack houses to the transportation and marketing of the products."

The establishment of added value pack houses and processing facilities would not only create more job opportunities but would also bring added benefits to the local economy. "It would create a multiplier effect, with more money being spent and circulating in the local economy," says Edwards. "It would also give local farmers more control over their products and the ability to establish their brand and increase their profits."

The shift towards growing alternative crops in Dargaville has brought about significant changes to the local economy, from increased profitability for farmers to more job opportunities and more money circulating in local businesses. The establishment of added value pack houses and processing facilities is the next step in the evolution of the industry and is poised to bring even more benefits to the local community.

The increase in employment opportunities has also had a positive impact on local businesses, with more money being spent and circulating in local shops. "With more people employed, there is more money being spent in local shops and businesses," says Edwards. "It's a great boost for the local economy."

Overall, the shift towards growing alternative crops has had a positive impact on the local economy, with increased profitability for farmers, more employment opportunities, and more money circulating in local businesses. "It's an exciting time for the industry, and I'm thrilled to see the positive changes it's bringing to the community," says Edwards.



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Growing Northland's Economy
Kia tupu ai te ōhanga o Te Tai Tokerau

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