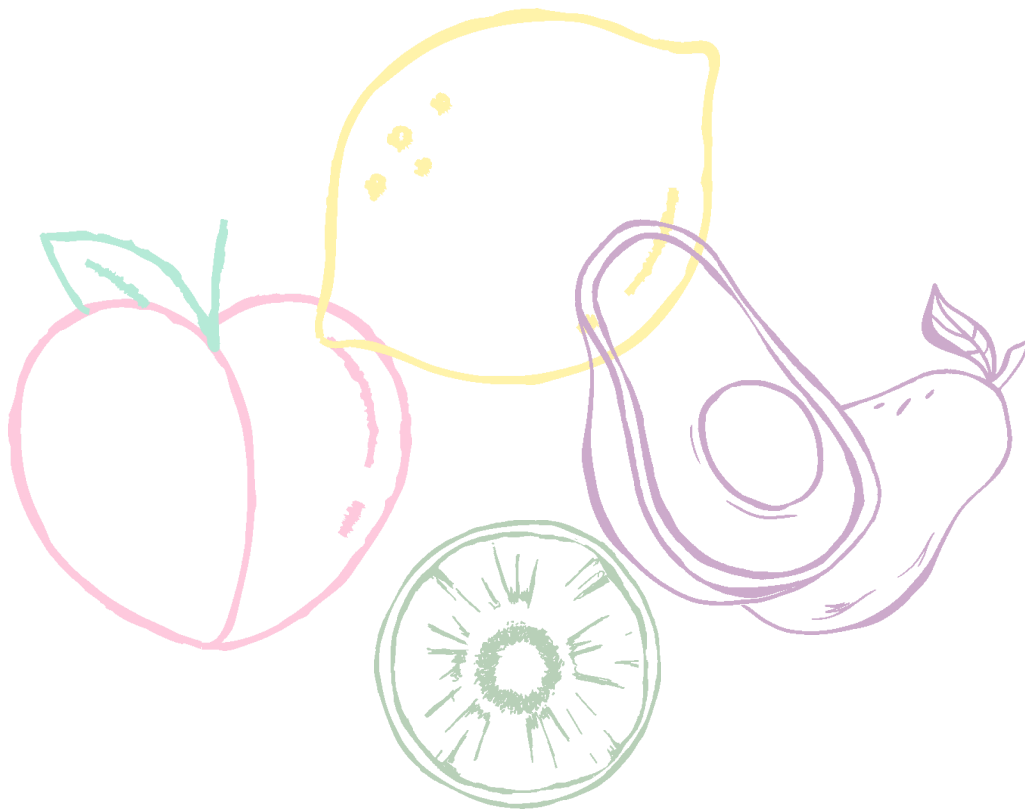




KELLOGG

RURAL LEADERSHIP
PROGRAMME



OPPORTUNITIES & CHALLENGES IN CREATING A FUNCTIONING HORTICULTURE ECOSYSTEM FOR TE TAI TOKERAU

KELLOGG RURAL LEADERSHIP PROGRAM
COURSE 44 , 2021

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EXECUTIVE SUMMARY

Northland is currently going through a transformational phase, with a surge of horticultural developments from the Kaipara all the way to the Far North of New Zealand. This growth is mainly due to land use change and land price/availability in the region, but also diversification of marketable food opportunities coming out of Northland. This project involved the creation of a short film. The purpose of the film was to provide an impactful medium, showcasing Northland's horticulture scene and its growth. This film highlights the implications of this growth. One of these is the regions ability to attract and retain a skilled labour force, as well as working on workforce solutions to create sustainable employment opportunities for local Northlanders. Alongside this, we need to consider our social licence to operate in the community. Engagement with community groups, iwi and others is critical to ensuring the success of regional developments. A key theme that emerged during filming, is the opportunity that horticulture delivers to the regions economic growth. A flourishing horticulture ecosystem, not only provides diversification of economic returns, but also encourages value chain partners to establish in Northland, thus increasing the skill base and opportunity for our future workforce. This has a knock on effect for improving local small businesses. Infrastructure investment for better roads, accommodation and power has been highlighted as key priorities for the region to flourish.

A range of stakeholders provided insights on our topics:

- ♦ Horticulture in Northland
- ♦ Growth & Development
- ♦ Opportunities & Challenges
- ♦ Workforce Development
- ♦ Engaging Community
- ♦ The Future



My recommendations are:

- ♦ Value chain businesses should consider supporting the region by establishing a base up in Northland
- ♦ Develop a functioning ecosystem that becomes an enabler for driving skills and capability of our people
- ♦ Design & Implementation of Workforce Development Solutions in association with industry groups, product groups, growers, businesses, iwi, and government agencies
- ♦ Economic Development to support Infrastructure needs identified in the film specific to:
 - power supply and capacity
 - housing and accommodation
 - town planning, roading solutions
 - transport & logistics

INTRODUCTION

Horticulture in Northland is a big deal and it's about to get even bigger. The growers are calling out for support services to be based in Northland, improved roading, increased workforce, and the housing needed to accommodate them. They are innovative and committed to turning seasonal jobs into year-round work to provide secure, sustainable and safe employment and business opportunities for Northland communities and their whanau.

In this film we explore the narrative in supporting Northland's growing horticulture sector

FILM LINK: <https://www.youtube.com/watch?v=1Or7TNzU6Ms>



METHODOLOGY

The methodology used for this report involved the development of a short story, filmed throughout the Te Tai Tokerau region, engaging with a variety of stakeholders

Strengthening Northland's Horticulture Ecosystem

To view the short film - click here - <https://www.youtube.com/watch?v=1Or7TNzU6Ms>



01. Film Concept

Identify the Main Story Headings

1. Horticulture in Northland
2. Growth & Development
3. Opportunities & Challenges
4. Workforce Development
5. Engaging Community
6. The Future

Strengthening Tai Tokerau's Horticulture Ecosystem (Video Title)		
Bruce 0:00 There's something quite unique about Northland that creates some opportunities there that go beyond what can be provided in other regions 0:09 and the unique factors of climate and population and community are able to create some real opportunities as well 0:17 So bringing these together is a real opportunity 0:20 and I really encourage companies and supply chains to look seriously at basing more of their operations here in Northland.		
Horticulture in Northland		
Rush Kristen	0:00-0:21	Outlines crops in Northland
Rush Mark	4:36-5:08	Outlines current value chain services
Growth and Development		
Rush Jo	0:00-0:21	There is growth and development occurring
Rush Jo	0:29-0:42	Why growth is occurring
Draft Ian	1:42	Potential for growth, especially with Iwi.
Draft Bridget	3:31	Iwi's investment into assets, diversification
Draft Bridget	7:15-7:55	Iwi's lens on opportunities
Opportunities & Challenges		
Rush Jo	2:14-2:37	Lists the key challenges and what's needed
Rush Ian	0:00-0:36	Barriers, roading, labour, accommodation
Draft Mark	1:49	Value Chain activities/services needed to move to Northland
Draft Suzanne collaboration	0:58-1:26	There is a lot in place and underway to encourage and support
Draft Bruce	3:32-4:14	
Workforce Development		
Draft Suzanne	4:56	Things are being done differently
Rush Bridget	1:16-1:29	What Tupu is, how it came about, objectives
Draft Naomi	4:34	Meaning of Tupu, name and implications
Engaging Community		
Rush Ian	10:42-11:26	Community being supportive, opportunities, concerns
Rush Ian	15:46-16:14	Lessons learned
The Future		
Draft Suzanne	8:12-8:27	What we can do in the future
Draft Bruce	8:27-9:13	What Bruce wants to see



02. Commission Videographer

It's critical to the success of the short story, to connect with the right videographer. For this report, I chose to commission a local videographer who is familiar with both the region and has a basic understanding of horticulture in Northland.

At the initial consultation with the videographer, it is important to check the following:

- experience filming both indoors/outdoors
- equipment available for filming (e.g noise cancelling, sound equipment, drone availability)
- availability of B-roll footage (this is background footage, which is used during the editing stages of production. This footage is normally used to connect the subject matter being discussed to a visual setting).
- support production staff. This person's role is to make the interviewees comfortable, and direct questions during filming.



03. Creating the film plan

For this project, the film plan included the following details:

1. Dates for filming
2. Location and address for filming
3. List of people who would be interviewed - for this film, I wanted to film a broad range of stakeholders in order to provide diversity in the responses we get (Growers, Government Agency Members, Horticultural workers, Horticulture TUPU Programme Participants, Iwi, Community Enterprises)
4. For each interview, we had to define the questions to be asked, the setting once on location and what surrounding imagery could be taken for B-roll footage
5. Wet weather plan



04. Interview Question Design

Create a Question Sheet

- Open ended questions
- 5–10 questions per topic
- Topics:
 1. Overview of Horticulture in the Northland Region
 2. Horticulture Growth and Development in Northland
 3. Support Services/Value Chain
 4. Social and Community Context
- Circulate questions to interviewees prior to filming



05. Filming

On the day of filming, it is time to put all the planning into action.

Creating the right mood for the film, is a process in which we had to allow our interviewees to feel comfortable in front of the camera. Our interviewees are the subject matter experts, but for many people, the minute the camera starts rolling, they lose their confidence and ability to talk.

I put great emphasis from the start on getting this part perfect. The support staff provided each interviewee with background context around the topic and questions that will be asked. If the interviewee was not happy with an answer, we would simply, cut and re-start filming. This created trust and after a couple of minutes, the majority of interviewee's felt confident and comfortable to talk to what they know.



06. Editing & Finalising

During this production, we filmed on two separate days and accumulated over 10 hours of footage.

Editing raw footage is an extremely time consuming task, but is critical in identifying those key messages that either talk to the topic, or provides a link into the next topic. During the process of editing, we have the ability to also correct sound and add/ or remove segments of sentences to create a clean message.

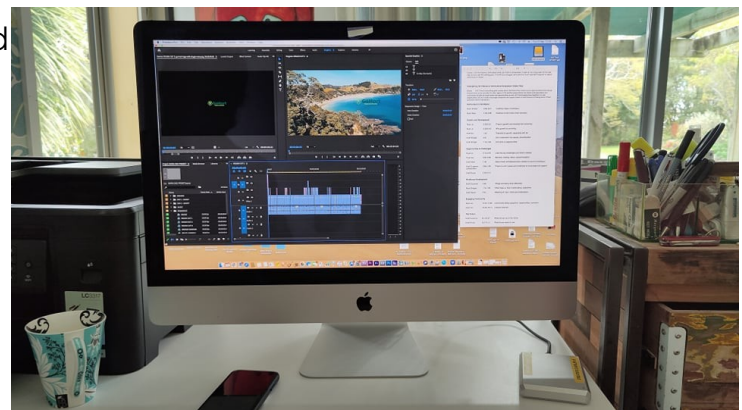


A detailed Editing Plan was designed to guide the project.

This plan was broken down into our key headings. We looked at pulling together similar messages from the interviewee's and grouped them according to the topic headings. This plan included the timing within the video, the interviewee, and when it cuts through to the next person.

During the editing process, the videographer and editor are able to enhance the quality of sound, remove "umms and ahhs" from peoples interviews to create a seamless sound.

Once the interview rush's are in order, the editor then looks into using appropriate B-roll footage. B-roll is a term used to describe secondary footage, often used as cutaway footage, to provide context and visual interest to help tell your story. Music is key to setting the right tone. It also provides the platform to signify the change from one topic to another.



Editing Plan

Strengthening Northland's Horticulture Ecosystem (Video Title)

Bruce 0:02 There's something quite unique about Northland that creates some opportunities there that go beyond what can be provided in other regions 0:09 ,0:20 and I really encourage companies and supply chains to look seriously at basing more of their operations here in Northland.

Horticulture in Northland

Rush Kristen	0:00-0:21	Outlines crops in Northland
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Growth and Development

Rush Jo	0:00-0:21	There is growth and development occurring
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Opportunities & Challenges

Rush Jo	2:14-2:37	Lists the key challenges and what's needed
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Draft Mark	1:49	Value Chain activities/services needed to move to Northland
Draft Suzanne	0:58-1:26	There is a lot in place and underway to encourage
Draft Bruce	3:32-4:14	Engage community into long-term Hort employment

Workforce Development

Draft Suzanne	4:56	Things are being done differently
Rush Bridget	1:16-1:29	What Tupu is, how it came about, objectives
Draft Naomi	4:34	Meaning of Tupu, name and implications

Engaging Community

Rush Ian	10:42-11:26	Community being supportive, opportunities, concerns
Rush Ian	15:46-16:14	Lessons learned

The Future

Draft Suzanne	8:12-8:27	What we can do in the future
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ROADMAP - HORTICULTURE IN TE TAI TOKERAU

Horticulture Sector in Northland

Northland is a surge area for Regional Economic Development. In the past five years, the region has seen significant land-use change due to conversions from dairy and drystock farms into kiwifruit, avocado & berryfruit developments. In the past two years, the Northland avocado industry has almost doubled. Originally contributing to a 1/3 of total area planted, approx 1500ha out of 4000ha producing a crop nationally. We now have an additional 1000ha that have been planted in Northland in the past two years. This increase in avocado production, has increased export earnings markedly in the past ten years. In 2020 the export value of the avocado industry was \$122m compared to \$62m in 2010 (Fresh Facts:2020)

Reminiscing the Kiwifruit movement in the Bay of Plenty, in the 1980's, Northland is now following suit of what could be one of the most significant horticultural industry developments in decades.

Greenfield developments of both Gold and Red kiwifruit are changing the landscape around the mid north, the largest being a 75ha development in Waimate North, Kerikeri. We have also seen an increase in commercial avocado developments, notably, the 400ha Mapua Avocado development. This trend is set to continue, with Just Avocado's commissioning a further 100ha new avocado development in the Far North for 2022.

The Primary Growth Partnership (PGP) business case reported that for every additional \$10m of industry value it is estimated 104 jobs are required across on-orchard, harvest, packing, logistics, science and compliance. With the increase in planned developments, set to nearly double the current number of hectares in avocados in the North, and based upon industry average production this will create approximately 325 new jobs by 2030.

Table 1 below shows the variation of crops grown within the different parts of Northland. The majority of the nations kumara crop is grown in the Kaipara, and avocado developments are set to treble in the Far North.

**Table 1: Horticultural Land in Northland as of Sept 2018
(TeHiku Berl Report: 2018)**

	Avocado	Kiwifruit	Vegetables	Total
Te Hiku	349	30	150	529
Far North*	746	874	154	1,774
Kaipara	18	0	986	1,004
Whangarei	908	193	19	1,120
Northland	2,021	1,097	1,309	4,427

Opportunities and Challenges

Both an opportunity and a challenge lie in creating a resilience to climate and land use change. In order to understand how we could work towards solutions for Northland's horticulture industry, it is important to identify the main drivers for this growth.

The main drivers for this surge in horticultural growth, can be attributed to the following:

- Current and future land use opportunities
- New market opportunities
- Soil and climatic conditions
- Labour availability and training
- Water Availability (Storage Infrastructure Investment & Capability)
- Maori Land Settlements – Iwi horticultural businesses
- Environmental, economic and social sustainability
- Infrastructure

Observations on key messages from interviewed stakeholders during filming

- ♦ Importance of value chain businesses to establish themselves in Northland, to support growth
- ♦ Develop a functioning ecosystem that becomes an enabler for driving skills and capability of our people
- ♦ Workforce Development Solutions
- ♦ Infrastructure needs identified – power, roading, accommodation



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