

Edge, Ashley (1984)

Farming leaders Reconstruct

"FARMING LEADERS RECONSTRUCT"

Ashley Edge
5th Kellogg RLC
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TIMARU.

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"FARMING LEADERS RECONSTRUCT"

KELLOGG-N.Z. RURAL LEADERSHIP PROJECT 1984: A.B.EDGE

During the autumn and winter of this year I am seeking interviews with the leaders listed below to obtain the raw material for my project on restructuring farming politics.

I am one of the twenty-four participants in the fifth Kellogg Rural Leadership Course, held at Lincoln College. In February I had ten days leave from my job as Provincial Secretary of South Canterbury Federated Farmers to attend Phase I which included critical thinking, communication, decision-making, negotiation and the economy.

Phase II is the project - each scholar chooses his or her own topic, writes it up before September 30th and presents it to the group during Phase III in November, prior to the Wellington "Field" trip which concludes the Course.

Anticipated Contributors:

Mesdames April Kerr and Ginny Talbot

Messrs, Basil Arthur, Alan Dick, Peter Elworthy, Don Hulston, Ian Innes, Syd Lister, Doug McIlraith, Kevin O'Connor, John Pryde, Donald Simpson, Ian Stewart, Herb Styles, Alan Talbot and Jeff Wilson.

Some Organizations to be discussed:

Apple & Pear Board	FWA	Small Farmers Assn
Agric. Coöps Assn.	Fruitfed	Top Tier
Counties Assn.	IFAP & members	Parliamentary Parties
CWI	Royal Agricultural Society	United Wheatgrowers
Dairy Board	R. Communities Trust	VEGFED
Deerfarmers Assn.	Sheep and Cattlemen	WDFE
Farm Forestry Assn.	Sheep Owners Union	Wool Board
FFNZ	YFC	

A sample of Themes:

Affiliation & representation	Great Debates & compaigns
Channels of debate	Information Systems
Commercial Enterprises	Leadership pathways
Constitution and rules	Making submissions
Election processes	Parliamentary reform
Family membership	Recruitment and training
Grooming for succession	Surveys and referenda

I hope to secure an appointment with you in the next five months - probably on a Saturday at your own home. Contributions of spouses to the interviews will also be appreciated.

Yours faithfully,

Ashley Edge

26 March 1984

IAN STEWART

PROVINCIAL SECRETARY 1971 - 77

Grandfather shepherd to Ebenezer Hay at Pigeon Bay from 1840. Orari 1872. I.J.W. Stewart did cadetting in Mid-Canterbury; founder secretary Maungati Y.F.C.; farmed at Maungati for 32 years; Field Officer for South Canterbury Federated Farmers 1964 - 1970.

Sheep and Cattlemen - Their main supporters are descended landed gentry and did not have any concern for the average indebted farmer.

Campaigns - Two that come first to mind involved rates of payment to shearers and ensuring service from rural mail contractors.

WDF, CWI & YFC - Close relationship always. I was pleased to brief the Womens' Division and furnish them with copies of our relevant circulars.

FFNZ - Our bitterest protagonists were those who had done least for their organisation. The Nuffield Scholars and other achievers all pulled their weight in the Federation - indeed these leaders would do well in any profession they might care to undertake.

County Councils - Shouldn't be party political. Territorial and ad hoc bodies have almost unlimited power. This is especially true of their employees.

Who is the strongest man in South Canterbury ? - The Provincial Secretary of Federated Farmers. This knowledge has taught me how dangerous it is to have a dishonest person in a position of responsibility.

Lobbying - There are sometimes disquieting reversals, as when Dominion Staff phoned me seeking background on our own new council delegates.

Farm Forestry - I'm all for it, especially when done with aesthetic sense - but district schemes tend to put the clampers on.

FWA - Better use could be made of substantial endowment policies by farmers in order to retain good staff.

Debates - My President during the Wool Debate was fearless with Sheep and Cattlemen and I was assured at the outset he would not deviate.

In retrospect we went very wrong at a big public Meat and Wool Meeting (not withstanding an excellent, prepared chairman) in that acquisition should not have been quoted "total" but the exclusion of drysdale and extra fine merino recognised.

Sheep Owners' Union - Never use the "FFNZ" tag when in negotiation. Some rank unionists are just so unreasonable.....

YFC - All encouragement to them, the future members of the Federation ! I would confirm your suggestion that the young farmers' representatives to Federated Farmers meetings tend to speak with a conservative voice.

Marketing - I have been calling for it for 30 years ! Get the product in which meets their standards and appeals to their eyes.

The Meat Board didn't fight hard enough to get products into the U.S. Eastern seaboard where the Jews would lap it up. In Japan the two entirely independent companies the Board has set up will tread on a lot of toes. They have dishonoured the existing structures.

Wool is a totally different product - people come here to buy it and they pay the freight out! Pity we can't entice buyers in for other exports.

The Cost of Leadership - It has always been a dream of mine that the Federation has wealth enough to subsidise a leader who'll be financially crippled by taking time for service from his business.

Parliamentary Reform - It stinks, does't it ? We are vastly over-legislated and under-governed by members deficient in manners and the rules of debate.

Referenda - To keep them impartial, the two contending parties must jointly draw up the questionnaire.

ALLAN DICKPARLIAMENTARY UNDER-SECRETARY FOR AGRICULTURE 1969 - 72NATIONAL DIRECTOR, SHEEP AND CATTLEMEN'S ASSOCIATION

Farming at Lilybank Station 1937-63. Chairman of South Island High Country Committee 1958-62 and Dominion Meat and Wool Councillor FFNZ. Member of Parliament for Waitaki 1963-72. Currently a Director of Fruit Distributors which is charged with continuity of supply of imported fruit while giving preferential treatment to the North Island Citrus grower and the Banana growers of Tonga, W. Samoa and Cook Is.

Apple and Pear Board - The avenue of juicing second grade fruit has been the Board's lifeline.

Counties - a vital part of Government. The private members bill for a South Island Development Council is evidence of my parochialism.

Regional Councils are a waste of time and ratepayers money. The Auckland Regional Authority might be worthwhile but such structures are irrelevant to the South Island.

CWI and Wdff - My wife belonged to both, Institute is wider, within New Zealand and overseas but Women's Division has assets which would make a merger difficult, but no less desirable.

Dairy Board - Has done reasonably well for dairy products. The meat and wool farmer is more independent - likes to be a private enterpriser.

Deerfarmers Assn. - Arose via the Noxious Animal Committee which allowed the farming of deer to commence. Processing has come a long way from the original game packhouses.

Farm Forestry Assn. - Does a damn good job. There are small blocks on most farms better suited to trees than grazing.

Federated Farmers - I'm very critical of them now. It is not their job to produce a manifesto until they do speak for all farmers. That they don't become obvious at the time of the 1972 Wool Debate and was confirmed by the Wool Action Committee referendum. We had the Gilbertran situation in 1972 of the Federation communicating through the Minister (Mr Carter) and the Wool Action Committee finding its ally in the Undersecretary (myself).

Federated Farmers is unrepresentative, too, in that its chains of leadership are too long and its umbrella spreads too wide. Put a team of consultants in to survey the structure.

The Federation's spokesman should not be a professional but an elected person - the best thrown up by a good system.

Wool Board - Tony Lawrence is the only original Wool Board member from pre 1972. Doug McIlraith put the other members on. Farmers were happy to let others do it for so long, but we put in our own man and the amending Act which would allow acquisition was prevented

Sheep and Cattlemen's Assoc. - I am the National Director. It is still going strong which surprised me more than anybody. Our membership is dying off but finances are healthy.

Secretary Neil Webb is a former Director-General of Agriculture and Lands so between us we've got Wellington covered.

The Farmers' Parliament - The Meat and Wool Electoral College should be set up as a Farmers' Parliament [Appendix 0] with a three year term and new blood by election all the time. This Parliament would meet on demand going into session and then into recess when the work to hand has been done. The members would elect the Producer Boards which could be likened to a cabinet. Funding to be the \$450,000 compulsory levy already collected.

Meat Action Committee - Faces an entirely separate problem to wool. The Statutory power for acquisition has always been there, however a referendum was appropriate.

FWA. - The idea was quite good but has never really got off the ground. I used to canvass meetings and slang with Trevor Wearne.

Sheepowners Union - We gave it a shakeup in 1973. These negotiations could well be handled by the Farmers' Parliament.

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DICK

Y.F.C. - A great training ground in how to speak. I helped save their Government grant.

Parliamentary Parties - Its not just enough to move them on from power from time to time. Most of the rural Members of Parliament got their training through Federated Farmers, which is great for that purpose. There are less remit hurdles, I think, in the National Party than Federated Farmers.

Parliamentary Committees - Tuesday and Wednesday mornings are not enough time. Unless there is a long recess they can never get through the work. The Select Committees are the most important part of Parliament but there are not enough Members of Parliament to spread around them to listen to public submissions. The chairmen needn't all be government Members of Parliament.

A repository for cranks - The New Zealand Party peaked too soon - besides we only have room for three.

The Political Pendulum - The ruling party needs to be near its lowest ebb in the affections of the public in March of election year. Keith Holyoake would ensure this with hard medicine if necessary.

Final Warning - Work by phone or correspondence. Don't fall into the trap of meetings.

HERB STYLESMEAT AND WOOL BOARD'S ELECTORAL COMMITTEE MEMBER 1972 -

H.B. Styles farmed in Southland and contributed to Church management and hydatid control before moving with his wife Elaine and family to Levels in 1964. He is a co-opted member of South Canterbury Meat and Wool Section and formerly of Provincial Executive.

Agricultural Co-operatives - A good yardstick for us to measure and influence the commercial scene but don't deliver quite as much as they promise. Farmers canvassing for co-operative freezing works argued that some of the ripoffs would come back to the farmers - but very little has.

Campaigns - The wool acquisition plan was promulgated in May 1972. Six hundred farmers met in Timaru and we linked with Hawkes Bay. I then spoke at meetings in Waikato, King Country, Otago, Canterbury and Southland. In July I joined the Electoral Committee and then helped establish the Wool-growers Action Committee.

The 23 Electoral Committee ballots are the place to fight structural changes. From this base we achieved democratically what the farmers wanted for their clip.

Referenda Compared - All the changes needed in the wool industry have been achieved without compulsory acquisition & a similar progression could have been expected with meat. Central Control, although legitimate for this product, will not solve a lot of the problems.

The wool referendum of February 1973 achieved a 60% return with 6000 for acquisition and 13,000 against. The meat referendum of December 1983 had a 53% return from a shorter lead time. Electoral Committee polls over 17 years haven't matched this level of response.

Producer Marketing - The Meat Board is not yet anything like as commercially realistic as the Wool Board. They've taken the view that meat can be turned into a premium product (I believe it should meet the market year by year).

The Dairy Board system has evolved by choice from the co-op dairy companies which have an advantage of product diversity.

Federated Farmers - Restructuring is required so as to take more notice more quickly of what the members think. The delegate system tends to create its own little hierarchy. People climbing this ladder should be more forthcoming with their personal views.

Remits are necessary at the risk of compromise amendments allowing partial victory for both opinions. Specific provision in the rules for the requisition of polls could be a means to improve representation - contrary to the hierarchy opinion which says this is not a well-informed basis for policy. The secret ballot is the cornerstone of Industry direction. Younger farmers now are more educated and articulate so that wiser farmers may never speak at a public meeting.

F.W.A. - If nothing else it has kept the N.Z. Workers Union at bay. The great difficulty is in obtaining leadership but it is better that the status quo, with its wide range of conditions and benefits, continues.

Sheep and Cattlemen - A sizable membership based on Electoral Committee districts but virtually a nominal body through lack of personnel to keep it going. Neil Webb has done a good communication job by newsletter.

The organization grew out of the Woolgrowers Action Committee. No national ballots since then but some surveys of membership.

The Meat Producers Action Committee was formed independently by phone calls through two Committee members whose views are known and Southland and Otago Meat and Wool Chairmen.

Y.F.C. - Observed to be at its strongest ever - but will it burn itself out with excess activity ?

Parliamentary Parties - They took stronger views thirty years ago but this wretched word "consensus" has eroded their ability to represent their members. Politicians should believe in clear policies, fight to convince, then stand or fall. It is better to be out for three years than let down ones supporters.

The worst thing of all - a politician who is unreliable.

W.D.F.F./C.W.I. - Both have lost force because people can readily travel 20 miles to cater for their wider interests including going to work.

The place for referenda is - when a rapid change in direction has been mooted but the debate hasn't continued long enough for the election process to work. Long term, opinion should be represented as people who have been grilled, and elected.

The fate of Consensus Man - This man will be splashed from both sides of the road.

PETER ELWORTHYDOMINION PRESIDENT, FEDERATED FARMERS OF NEW ZEALAND

Peter and Fiona Elworthy farm at Maungati, Southwest of Timaru. Peter was Provincial President in the mid-seventies, a Nuffield Scholar, President of the Deerfarmers Association and instrumental in the formation of Ravensdown Fertilizer Co-op.

On the Sunday afternoon of this interview he was, as acting-President, faced with establishing whether or not the Federation had the support of 90% of its 600 Branches should we decide in exasperation to withhold stock in the face of freezing industry rolling strikes. The tremendous importance of information systems was demonstrated rather than discussed.

Restructuring Farming Politics: The ideas debated among fellow Farmers Rob Sinclair and Don Hulston and at Nuffield Conference were followed up by a Provincial Restructuring Committee from June 1972. Twelve years on, these proposals and the assumptions behind them (Appendices 1 & 2) still hold good whereby an Agricultural Trust is formed as a vehicle of economic unity and an Agricultural Co-ordinating Council as the ultimate expression of the political unity of farming interests. Finally, the parallel systems of commodity representation would be merged so that Federated Farmers vote by postal ballot for the Chairman of their Provincial Commodity Section who will be the area delegate to one Dominion Commodity Council/Electoral Committee. Some members of the Producer Board or Marketing Authority elected by their Commodity Council would in turn serve with Federation representatives and others on the Agricultural Co-ordinating Council.

Which is the largest Trading Bank in the World?: The French Farmers' organisation's Credit Agricole.

Given the capital value of our own farmland, say \$50 billion and farmers equity 75% of this overall, borrowing against a mere 5% of equity would provide substantial capital for an Agricultural Trust (and the possibility of this mortgage ever being called up could be insured against in a manner similar to Lloyds).

The historical argument against a commercial arm was that we'd lose our political power but our falling numbers could be more than offset by the sort of financial strength people like Bruce Judge and Paul Collins could offer us in the form of a large co-operative banking group.

Co-operatives: Every meat company in the 1890's was a co-operative but they became moribund, and then fully commercial as reserves or earning power was depleted.

The taxation advantage enjoyed by co-operatives whereby dividends are only taxable in the hands of members is secure from dismantling but not necessarily from meddling. It is particularly valuable in retooling rundown factory plant because shareholder funds can be retained up to three years and revolved.

There is hope for an improved future for agricultural co-operatives through training of directors, sponsored by the association, and through the establishment of a financial base from which members could draw capital according to meritorious rather than political criteria. The delay in obtaining the Minister of Finance's assent to producers loaning their reserves to Ravensdown was very costly.

Statutory Boards: Even the newest such as the Game Industry Board, shouldn't always be under statute as to its quorum and power to levy. The main commodities are now very much interlocked with government.

Counties Association: An example of elected leaders not fulfilling their responsibilities. At the end of the price freeze councillors debating estimates in all too many cases slipped into the old pre-freeze mentality of 14% inflation. These people failed to provide leadership and influence public expectations so as to build if at all possible on the spadework of central government. This attitude of helplessness carries right through to wage negotiations and the gloomy prophecy gets to be fulfilled.

Women's Organisations: At Maungati there is somerationalization - one group, welcoming new residents and offering friendship with very little cliqueness. The hierarchy demands overall that there be two organizations. ("Women in Agriculture" is a third separate and feminist group.)

Advances in health and education continue to be made by C.W.I. and W.D.F.F. but W.D.F.F. for example, has a policy not to become involved in anything controversial, especially politically. To seek otherwise is to get the black nod.

(The Family membership concept of F.F.N.Z. has only been adopted in part. The notion that the existing structure of the Federation contains the logical forums for farming women to participate in the politics of their livelihood cannot yet be taken as read. Do the interested women sense discomfiture from Branch members of this generation unprepared for the sharing of this particular work ?)

BASIL ARTHUROPPOSITION SPOKESMAN ON AGRICULTURE 1977-83
SPEAKER OF THE HOUSE OF REPRESENTATIVES 1984 -

Hon Sir Basil Arthur served in Japan at the close of World War II and first entered Parliament, as member for Timaru, in 1962. He was Minister of Transport in the third Labour Government.

Apple and Pear Board: A very effective single desk seller, highly competitive on world markets and with an international reputation to match. Attention has been paid to each of quality, market spread, and product spread.

Agricultural Co-operatives: A great movement in need of modernization.
- Not all are who seem to be.
- The dairy co-operatives have a fine record.

Counties Association: Very influential with central government. I have close associations with county executives.

Deerfarmers: Labour's primary industry committee meet with them 2-3 times per year. We supported amendment of one clause of the Statutes Amendment Act so that the Game Industry Board could be established.

Institute of Agricultural Scientists: The same Public Servants who talk frankly with the opposition twice yearly under this banner have quite a different armour in between times when they are "representing the government".

Federated Farmers: The organization is apolitical in its dealings with the political parties and scrupulously makes parallel appointments with both Government and Opposition as problems arise (unless the topics are specifically ministerial). Sir Allan Wright was especially good in this regard.

I notice the Senior Vice President does more of the Select Committee work - or is this the pastoral bent of Peter Elworthy ?

The Federation is the most constant witness to the proceedings of the Land and Agriculture Select Committee, followed by the Law Society. The Committee system is going well at present, within the time constraints. It would be preferable if Parliament opened in March and followed a cycle of three weeks legislation, one week Select Committees.

Spokemanship: Each organization should decide who's the best for the job (for example, Peter Elworthy does his homework and does not deviate. His firmness, with a pleasant personality, was very evident in our three hour meeting on the Federated Farmers' manifesto).

Fruitfed: I have been a member of this expanding umbrella group and exporter in its own right. The leadership elected has been consistently strong. There are prospects for stonefruit if we become quality conscious.

Vegfed: Growth will come from the export of fresh vegetables to Australia and the South Pacific.

Under the Horticultural Export Authority Bill now in Select Committee, 80% of the producers of an unregulated product must agree if its export is to be licensed, but there has been much opposition from growers, (while the exporters claim the Bill is too much producer oriented!).

Sheep and Cattlemen: I haven't heard much in recent times and no longer receive a publication. They seem to represent the "private enterprise at all costs" element in farming. Those on freehold farms handed down can afford to be like this. The Federation is always accepted as the Voice.

Producer Boards: The Chairmen and others keep the parliamentary opposition informed of market prospects and of imminent ministerial statements so we can comment from a state of awareness. We meet semi-annually with the Producer Boards and the relationships are all good.

Parliamentary Parties in Agriculture: Statements by the opposition spokesmen, whether National or Labour can sound good but are not accountable.

National's rural base has held them in good stead so that there

has been a fund of farming knowledge across much of the party but this has changed and we've gained in other areas useful to agriculture such as marketing. Our party does not flag away farmers electoral support, despite being electable without it.

The best Minister of Agriculture in recent times: Colin Moyle enjoyed a supportive cabinet who recognised his greater knowledge and responded to his well presented (MAF assisted) cases. So he got agriculture's share of the budget.

He is also skilled in marketing. He was the first one into the Middle East, after Phillip Holloway, our Ambassador seconded from Rome, and won us strong friends there. Joe Walding's strengths were complementary to these initiatives.

W.D.F.F.: Represented in a group I meet regularly with. They can be relied on to make submissions on the social effects of rural policies.

C.W.I.: Representations on Social Welfare have been made to me - directly, and through the National Council of Women.

Y.F.C.: Their submissions are greeted with some cynicism by politicians who see them as very much under the MAF umbrella. I have been heartened by open minded views which may be alternatives to those of Federated Farmers. It is good for the future if these people, like the peace movers in the cities, are not necessarily wedded to their parents' party.

Conclusions; - Co-operative movements are going to need to be reviewed - as I said earlier.

- The sheepmeat takeover was necessary to discipline the undercutting activities in Japan, U.S.A. and U.K. which were to the detriment of the SMP scheme and New Zealand's good name. In my mind, I'm exploring the future possibility of mixed control exercised by the Meat Board, say to the ships side and by licensed export companies beyond there.

- I'm impressed by the Dairy Board's handling of the U.S. butter surplus.

- I believe Labour can achieve industry accord to the mutual benefit of the groups involved. National cannot - mainly because of personalities.

SYD LISTERDOMINION LIFE MEMBER OF FEDERATED FARMERS

Sydney John Lister was born at Lismore seventy years ago. He came to South Canterbury as a shearer, driver, and teamster in the early thirties. Mr Lister bought his first threshing mill when he was twenty and learned to fly in the same year.

Elected to United Wheatgrowers in 1948. Director and Deputy Chairman 1966-74. Farmer member of Wheat Board 1967-82.

Temuka Branch Chairman, Provincial President, then Dominion Agriculture Section Chairman 1967-71.

Sometime Director of Farmers Mutual Insurance, Linseed Growers Ltd and South Canterbury Farming House Ltd.

Geraldine County councillor for 14 years from 1959.

Counties Association: A very strong Wellington lobby nearly equal in influence to Federated Farmers. However, County work is not as demanding - not so much hurly-burly. Federation leadership would be a distinctive advantage for a middle aged man going into local bodies.

Is there farmer domination of County Councils ? :- a farmer lobby will have an influence if the approach is made the right way. About 99% of the South Island councillors are farmers.

I see a change to the concept of a county seat as a retirement niche. There is a distinct aversion to "absentee" retired farmers living in the town and administering in the county, even if they are ratepayers there.

A warning from Sid Holland: You've got no chance to appraise tomorrow's problems and today's facts, let alone yesterday's mistakes unless you're a busy person trained to solving problems everyday.

A reminder from Syd Lister: Once I had to remind an M.P. - now a cabinet minister - that no county councillor should expect not to have to face the electors every three years....

C.W.I. & W.D.F.F.: There is dual membership in many many cases. It is the same dedicated women who (by their nature) serve - it wouldn't matter much what the organisation was.

Women's Division lobby on rural services and would be more potent but the C.W.I. members probably derive more enjoyment, being less problem oriented.

The Septuagenarian's View: The rural wife was once so involved in house-keeping and rearing with diminished services and amenities. It has changed now but I'm not sure how far both ways the job sharing is carried. One benefit is as a form of insurance - the wife has the management skill to farm on (at least until she's had time to take stock) should her husband suddenly die.

Grooming for Leadership: Bill Malcolm, a Dominion President from Oamaru, was a great believer in this as one of the responsibilities of a leader. Provided at all times the ballot box is there as a fall-back, I would advocate personal encouragement and every other form short of intrigue should be offered to a suitable candidate.

Farm Workers Association: An excellent and necessary structure with which Federated Farmers has enjoyed close co-operation. Thus the farm workers have kept out of the narrow-minded clout of the trade union movement.

Sheep and Cattlemen : Mostly a breakaway agin the establishment view. Strong-willed men some of them very capable.

Y.F.C.: There is a gap between this wonderful training ground and industry leadership which a lot of our talented Farmers don't cross. Older men could do more to bring them in when marriage and farm ownership are in hand. If you don't take an interest you can't complain when other organizations overrun you.

Parliamentary Systems: I would agree with Churchill that no other system of government is any better. Be sure of the calibre of the

candidates you put up - this is where you can best make your mark because policy-wise a farmer's weight of influence in a political party is almost insignificant compared to what Federated Farmers achieves.

In this regard, here is Keith Holyoake's advice: "Do your homework, get your facts right, stick to your guns - and you can't get hurt".

VEGFED: It's a pity if there's a lot of fragmentation in primary industry and I'd like to see it amalgamated with Ag. Section (of FPNZ) provided they could service it. It mustn't be like the F.O.L. where most are affiliated but not given the service.

Federated Farmers: It was becoming obvious by the 1940's that to have any clout, farmers would have to unite.

Today, I don't know that we have the same influence with the present P.M. (Sir Robert Muldoon) as with Keith Holyoake and Norman Kirk. He will keep the farmer from going bankrupt-while viewing him as the dairy farmer views his cow.

United Wheatgrowers: Since 1968, this group has brought a lot of strengths to Federated Farmers. An Ag Section as we have it now would have obviated the need, but after the exploitation of the 1920's, something had to be done.

A voluntary wheat pool fostered by Sir Walter Mulholland was succeeded by a marketing authority, then a committee, and then a Board.

The Peasants' Revolt: The South Island Barley Society is an example of the worth of farming co-operatives. For too long the merchants took the farmer for granted as a peasant.

Good Housekeeping: An awful lot depends on the Chairman for the calibre of business transacted-so that a two year term is short enough.

The remit system is important too, because nothing breeds complacency more than no business. Surveys and referenda supposedly serve a purpose but I doubt if they are worth the effort.

Conclusion: It's an exciting experience to be involved in public life. Federated Farmers, local body and Statutory Board have all been well worth the effort put in, more especially as a young man. Then my wife questioned - is it worthwhile? I said, in the final analysis you've a more broadminded person to live with.

Nothing brings you down to earth quicker than public opinion.

It's great now not to have wished it at all different.

ALAN AND GINNY TALBOTPRESIDENT COUNTIES ASSOCIATION 1980DOMINION PRESIDENT W.D.F.F. 1981-84

Ginny Talbot has been involved in the Women's Division of Federated Farmers since landing here 38 years ago. She is now International Officer, responsible for liaison with the Associated Country Women of the World.

She serves in the Association of Anglican Women, the Wider Church, Wool Promotion, drama and education administration.

Alan Talbot was reared in a then isolated district and then sent to a good school which fostered public speaking and debating.

During the slump he was instrumental in establishing the Young Farmers movement and was later to be the first member to go onto leadership of a national association. In 1940 he joined the Air Force.

In the mid-fifties he was farming on his own account and Chaired Pleasant Point Branch of F.F.N.Z.. Elected to Geraldine County Council 1957, Federated Farmers Provincial President 1958-59.

In 1960 he was involved in the fertilizer crisis against a background of a new co-operative in Southland, excess capacity in Dunedin and only the promise of a mixing store in Southern Canterbury. Mr Talbot served 18 years on the Board of Dominion Fertilizer Co, which commenced manufacturing at Seadown. He had already been on the Board of Canterbury Farmers Co-op since 1954.

County Chairman; National Executive Counties Assn; Chairman Counties Union of Employers; National Executive Employers Federation; Water Allocation Council; National Roads Board; Investigative Chairman for an Integrated Career Service in Local Government; Director Farmers Mutual Insurance; Member Historic Places Trust.

W.D.F.F.:(Ginny) We are essentially philanthropic, right to the basics such as clean water and sanitation for the Pacific. We fund bursaries for remote students and cot death research. We found seed finance of \$60,000 for a leptospirosis vaccine. These campaigns motivate rural women to increased experience, leadership and representation.

Political issues are handled as they arise, they are mainly domestic in the sense of rural services. Joint involvement with the Federation is not new but increasing.

Electricity frees women, and machinery frees men enough to get the tea occasionally. Women with a business or university background will be happy to go straight to Federated Farmers, other will consolidate their homemaker skills and, solely practising these, will supply a home base from which others can make a balanced leap into (public) life.

Rural Solidarity: (Alan) The political bearing of Federated Farmers is very effective but too much is done alone or with incomplete public relations with kindred groups. Rob Storey twice called pan-industry consultations (similar to earlier meetings of the Joint Rural Development Committees (F.F.,W.D., C.W.I., Counties and F.W.A)but sometimes Federated Farmers move a bit too fast.

The Federation Image: (Alan) "A group always with something to grizzle about" but our PR is very much better than it used to be. Lack of fraternal co-operation e.g. Federated Farmers/Counties, distresses me because our common interest has not been fully acted on. There was a major problem in the late sixties over ten acre subdivisions and local bodies desire to stop the wastage of land. (Ginny) The psychologist would recognize this as male territorialism at work. The male is not fundamentally into co-operation unless for survival. It was women who called for flexibility on ten acre policies.

The adversary pattern is hard for men of vision to break. It transcends culture and civilisation. Compare women with men in business. Women are less likely to destroy their sisters in getting ahead.

cont/...

Farmers in Groups: (Alan) Farmers relate to their peers much better than Chamber of Commerce or Employers Federation members. After all, your neighbour is not going to pinch your farm.

Farmers want to share things more than other sectors (there is some pride in this too).

Counties Association: (Alan) The urban and rural territorial distinctions are blurring in places like Waimairi and Manukau and I would like to see a single umbrella group for territorial authorities.

The Career Structure Study has been a absorbing example of co-operation. Some local government pay rates now have state linkage and have gotten ahead of the private sector. Others are set by a Salaries Commission. My Committee of ten employee and ten employer representatives have by consensus achieved a joint submission to government for a career service, which is meeting with results.

Apple and Pear Board: (Alan) I hear of controversy among fruit farmers but my guess is the Board has put the industry ahead.

Agricultural Co-ops: (Alan) In the case of Farmers Mutual Insurance, it was Federated Farmers who brought the three member groups together and with success for the people in charge have stayed with it. The Farm Accounting Association was a cheap means of getting farmers used to meeting the requirements of the new taxation law.

Trading Banks and the Rural Bank are tending to reduce reliance on the stock and station industry.

Among retail businesses there is a cycle of department store to boutique and back again. The family concern has definite advantages in the deployment of staff.

C.W.I. & W.D.F.F.: (Ginny) At Branch level you wouldn't know which one you're in. I worked for unity but am no longer convinced. C.W.I. from its origins in Canada has always worked on the premise of training and enlarging the individual. The essential difference is W.D.F.F. started at the top with concern at dreadful living conditions with no support system, and worked down.

There was a great undertone for an agricultural bank, expressed as persuasion of spouses in those pre-Rural Bank times. The women grabbed what was obvious to them. 2000 letters were sent to enjoin women. The Government was required to provide bush nurses. The housekeeper system was formed and books by the box from Wanganui became the Country Library Service.

Today there are better roads and more time but many, many more alternative organizations on offer where in the forties there was but one.

The two organizations give two chains of leadership responsibility and diversification for women from points on those chains.

F.W.A.: (Ginny) People shouldn't have to form an organization to avoid becoming compulsory members of a trade union

I.F.A.P.: (Alan) New Zealand's involvement has been absolutely essential - good training for life with Brussels.

Sheep and Cattlemen: (Alan) The only evidence I see is Allan Dick when I'm travelling to Wellington.

Rural Communities Trust: (Ginny) The concept is that Company members divert 10% of their annual advertising budget to a trust fund for rural self help.

Small Farmers: (Alan) There is a need for relaxation, and to give new enterprise and initiative scope by way of ten acre blocks but near Hamilton, for example, there is a land use problem where owners are growing too old to fully care for their land.

Street lighting and sewage should be confined to street settlement. (Ginny) Human ordure may not be used on commercial vegetables in this country but I understand the British have a elective germicide (Topicaine?) which kills the bad bacteria but not the honest decomposers.

Wool Board: (Ginny) The Secretariat is doing very necessary research at Ilkley but there's a very worrying gap such that wool is not being consistently plugged in all market sectors. The fashion colours are being set for furnishing, carpet and clothing season by season but whole armies are being allowed to settle for less than wool. Moreover, synthetics are committing sabotage by coming between wool and its wearer in jackets which should be lined with mercerised cotton.

Electoral College System: (Alan) I would suggest an audit to ensure full effectiveness and to overcome territorial aspects so that Board nominees are properly scrutinised.

(Ginny) The Consumer wisdom required if the wool, dairy and meat Boards are going to fulfill their statutes means a female presence is required on each. She will be there on definable qualifications which present members simply do not have.

Regional Government: (Alan) Because we are so heavily governed, this tier has been introduced to co-ordinate the required rationalisation - and so we return to the adversary system.....

Taming the Adversaries: (Ginny) The male need to fight must be channelled from making policy by attrition to testing policy for weakness. Brains should be picked so that defences for an attractive policy are put up and explored. Flaws will be attacked.

Conclusion: We were first freed for leadership by the good offices of our married staff, then secondly when our sons took up the farm and finally by electoral defeat in 1980.

(Ginny) The last general election (1981) gave everybody a chance to work together. We must get the best New Zealand brains to work in categories for a consensus solution to our malaise. Let the Parliamentary Parties debate this and then apply fine tuning through the committee system. (Alan) Not by caucus in this case, because that is another dimension from which decisions are largely binding from the time they become known.

APRIL KERR M.B.E.DOMINION PRESIDENT FEDERATION OF COUNTRY WOMEN'S INSTITUTES1978 - 82

I was born in Christchurch in 1921, to parents way ahead of their generation. I was disciplined by them from a very early age to take part in things nobody ever did. My mother in particular though uneducated, was highly intelligent - a match for someone like Muldoon.

I first went overseas at ten, right around the world. I'd only been in school a year at that time so the family faced a lot of outside criticism but believed that meeting people is much more important. They hired a tutor who travelled with us in Europe, a very bright, intelligent, "typical", Irishman. Lessons were held in the morning, hockey and exploration in the afternoon. At thirteen years we went to Russia and I was encouraged to explore on my own. I studied at Craighead and then returned to Europe and America.

I embarked on my career in public life as a travelled prodigy of 15 or 16 when "Dominion Monarch" called at Lyttelton on her maiden voyage.

When war broke out I was engaged in Paris to a Frenchman living in Madagascar; adventurous return to New Zealand; drafted in Signal Corp as despatch rider; engaged to Mr E.G.Kerr for four years while he served overseas.

Life was grim for soldier-farmers - our farm had become absolutely derelict, but the first Dutch and German girls to come to the South Island stayed with us and I was encouraged by their greater freedom for involvement in public life. I had read of the Women's Institutes in the paper and had thought they were detention centres but two meetings later I was President of the Institute at Cave.

Wool Board modelling and PR on the road with Godfrey Bowen; Contract radio personality; advisory member of the Young Farmers; Dominion Executive C.W.I.; National Council of Women Executive; UNESCO representative for C.W.I. and W.D.F.F.; mother of two sons.

C.W.I.: My commitment when I finally agreed to take on the Dominion Presidency was to remove the misconceptions surrounding the largest women's organisation in New Zealand. It is absolutely and totally wrong that we are dumb, stupid, old and agin everything. I couldn't bear being labelled an old lady with a shawl so I fought the media for four years. Television for instance, would hum and ha and if they did come to our conference they would somehow pick up the one stereotype ahead of everything else and gleefully perpetuate it.

Most farmers marry smart women, nurses and graduates - not chattels. Although there are not many truly isolated women left in this country, the Institutes still meet the need for friendliness and helpfulness.

A Second Rural Group; W.D.F.F. made a most retrograde step when they established a second rural group. They say "we do things differently", yet we are always combining and doing things together.

In Australia there is only one group (brilliantly led) and Government doesn't do a thing without consulting them. Yet the Country Women's Association of Australia has only 16,000 members against the combined membership of the New Zealand groups of 26,000.

I am concerned at the duplication of effort and at the loss of membership. W.D. is much more involved with Government, our emphasis is more personal contact. I don't think a merger will be realised in our lifetime.

The C.W.I. hierarchy is quite different to W.D. in that we have four year fixed terms and then you must stand down for one year whereas W.D. goes on and on. I don't wholly approve of our 12-14 year turnover of leadership but at least it is complete after this time.

Organisations; Timaru has a mania for forming clubs. Only a small number of instigators crop up again and again so that something like 500 groups are sending reports to the Herald but attendance must necessarily be low.

Like Timaru, New Zealand is too small for the weight of structures it must bear. To consult one is to insult another. While the C.W.I. is fighting for every recognition it can get.

Like Timaru, New Zealand is too small for the weight of structures it must bear. To consult one is to insult another. While the C.W.I. is fighting for every recognition it can get, Government need merely consult with the National Co-ordinating Committee.

National Council of Women: The Council was appointed by Government to act as a spokesman for the the women's organisations. It involves a paper war which is often dated circulation-wise. Split loyalties have been noted, words have been spoken by forked tongues and invitations directed to the Council for convenience yet a network the size of C.W.I. has no need for another group to speak on its behalf.

None-the-less we co-operate with them and they meet at our Headquarters.

Training in Leadership: Dominion schools for new Federation officers are run by their predecessors. Voluntary organisers are appointed to care for a certain number of institutes within each Federation. Care is taken with meeting procedures because our biennial conference involves 2,000 people - largest in New Zealand and must run like clock-work. We run seminars every year for good reporting of Institute meetings but again the damage is done by the media, this time the newspapers, and so vitality is somehow infused with boredom.

Trust Funds: The Barbara Wood Fund sponsors a girl in Fiji during her training in Homecraft. The Medical Research Fund teaches laboratory systems to two Pacific students at Wellington Hospital. We are engaged in commerce only at the members' handcraft level. Our members are terrific fund-raisers but they give it all away and don't have any reserves if called upon by their own organisation. We have never, ever had a penny of Government assistance although we tried for our new Headquarters but there was nothing from Lotteries or Savings Bank grants. But New Zealand would feel the blow if we went out of action.

Recruitment: Membership is decreasing because so much else is offering. Fast cars take women into the city usually well within two hours and city groups such as Plunket Women and adult education are moving into the country.

We are de-emphasising "business" at meetings while retaining our strong tradition in choral music, drama, handcrafts and other art forms. The National magazine "Home and Country" is published two-monthly.

Submissions and Reforms: The Founder of C.W.I. in this country was Miss Jerome Spencer, Headmistress at Napier Girls High School. During the 1930s Lord Bledisloe was Governor-General and devoted to Women's Institutes. A lot of legislation was forwarded from the leadership of those times. Now we only occasionally take a corporate stand on issues but encourage our individual members to do so. We attend Parliamentary Select Committees on Education and Women's Affairs and we're nearly always consulted by Government.

Conclusion: We are acutely aware of our position in a rural society which has changed so completely and we've turned ourselves inside-out to make us appeal but so many women are simply not in need of what we have offered and fulfilled.

Whereas once the Institute meeting used to be a great escape to be relished, country people are no longer lonely and isolated. They may be in the habit of coming into town for leisure now but C.W.I. can remind them that leisure is there at their doorstep.

There is still a division across the wider community between town and country because the saws about rich farmers are not always recognised as anachronisms. However the jealousy or resentment is not two-way.

IAN INNESSOUTH ISLAND HIGH COUNTRY COMMITTEE CHAIRMAN 1968-79

Mr J.I. Innes fought with the 20th Battalion in World War II and then returned to Haldon Station in the southeast Mackenzie to farm with his wife Cecily, and with his children. Mr and Mrs Innes now manage an outstation at Levels about 150km from Haldon proper.

Mackenzie Pest Board; S.C. Land Settlement Committee; Protection Forest Research Advisory Committee; Tekapo Ski Club; Mackenzie County Council, Federated Farmers, and A & P Society; Sheep Owners Union; Aorangi Regional Development Council and Parks and Reserves Board; Justice of the Peace; Provincial Life Member FFNZ; Chairman, Tekapo/Opihi Resource Committee; Member S.I.H.C.C. 1962-79.

Farm Forestry: The Community Forestry investigation in this region is based on joint venture farm forestry plus riparian hardwood plantings. Prospects of a chip mill at Rangitata and sawdust briquettes.

Producer Marketing: I'm surprised at the continued following of the Sheep and Cattlemen but almost no farmers understand the market realistics.

Ashley Meats is doing well - obviously outside the Meat Workers Union. We should employ nationals to sell the meat, having obtained producer control first. Big supermarkets can visit here and lay down their processing specifications but the technology and the cost structure are both out of kilter. Whereas a chicken can be processed to oven-ready untouched by human hands, our meat is graded on how it looks as a carcass at the end of the chain !

The wool auction system is lauded, but is not a marketing exercise. Very difficult to say if we get a fair price.

Sheepowners Union: The most frustrating outfit I've already belonged to. It's all give in a society like ours. Government always said what a fair rise was and a whisper would come through from Employers Association or otherwise.

The bullshit each side would talk over the three days! The first two days we did virtually nothing except separate for four or five hours between cases. Then everything was decided in time to catch the plane.

Some farmers are very good negotiators, but some are far too impetuous and riseable and so they ruin our argument.

Farm Workers Association: One of the most difficult organisations going. A good set-up but too scattered and too costly to round them up. There have been some radical and cranky people involved in negotiations but others must personally have paid a fortune in their own expenses to serve farm workers, all from their own pocket.

The Workers Union could cover farm workers through their Shearing Field Officers but might well back off due to cost.

Royal Agricultural Society: Some show breeders of merinos would be the worst breeders in the country. Five or six years ago in Central Otago the worst sheep we saw - those with bad backs, crooked legs and woolley eyes were yarded with their flock mates who had won show prizes. The best flocks we saw on tour weren't represented at A&P Shows. To compete for prizes you have to pamper and titivate the animals from birth and so they are no good afterwards for anything else. The A&P Shows are good for public relations-not for the stock industry.

Y.F.C.: The stronger they get the better. Keep the technology flowing and take educational opportunities where ever possible.

Small Farmers: The enterprise and diversification of some of our neighbours here on the Levels plain is very stimulating for us. Some quite small holdings are employing a dozen people and in once case up to one hundred people by the day at peak.

Farm Based Tourism: People are already on the road in their Campervans but they need direction. Haldon is planning for a tea kiosk on a rise from which deer catching can be demonstrated by helicopter, or stag shooting. The weather is different to Mount Cook so an alternative landing strip for 748s (Concrete) is warranted.

Parliament: The system doesn't attract the right people particularly at Ministerial level, they are too accessible and required for too many openings. If a man serves his portfolio first he tends to be unappreciated by his electorate. Better farmers and businessmen wouldn't put up with the sham.

The salary should be high and include enough to pay a manager while the member is away from his business. This salary shouldn't be advertised as at present.

The only candidate selection I attended was a jack-up. Candidates have to present themselves, it doesn't work in a democracy to say my income is greater so I should have more say.

M & W Electoral College: The two functions of receiving the Annual Report and electing the Board are being greatly exceeded so that the College is virtually dictating policy and hatching remits. I'm not in favour of election of the Meat and Wool Boards from Federated Farmers Meat and Wool Section but the present Electoral Committee is duplicating Federated Farmers work and uplifting work in progress while at the same time relying on the Federation's structure to keep informed.

One advantage of the Electoral Committee is that it doesn't have such a high turnover as Meat and Wool Section. Direct election of Board members by a Ward system would not allow the very best to be elected in all cases.

Agricultural Co-operatives: The independence of farmers is such that they are not very forthcoming in looking after their own interests. Rural co-operatives eventually run the risk of storage problems. The system of discounts for prompt payment has not always been applicable because at one time cockies never paid their bills until the wool was sold - you didn't go into overdraft because you never paid until you had the money. But now Head Office climbs onto the local bank manager because the books aren't right.

High Country Committee: They've really only got a special lobby with Lands Department but they do have a very privileged position with Federated Farmers in that their Chairman is the only member of Meat and Wool Council who gives a report every meeting and he also has a speaking platform at Dominion Council. I doubt it we could justify this privilege if it came down to hard facts.

Pest Destruction: Boards have lost control of their own areas and are run by MAF. The MAF no longer just sits in on all boards as it has always done but runs them through the Pest Destruction Council. Local knowledge and authority has been subverted.

DONALD SIMPSONFEDERATION OF YOUNG FARMERS CLUBS DOMINION EXECUTIVE 1967-71

Mr D.B. Simpson farms the Mount Nessing homestead block west of Albury with his wife Jan and four children. He was club and district Chairman of Young Farmers before Chairing the Canterbury Regional Council.

He was a member of the Federated Farmers Restructuring Committee appointed 16/6/72 and renamed Political Committee six months later. The great Wool Debate took precedence over just about everything and it was not until October 1976 that the fullest expression of this committee work (Appendix 2) was presented to Dominion Council. Donald came to this committee as an outsider with new ideas. Since then he has been Albury/Cave Branch Chairman, Chairman of Economics Committee, and was elected Provincial President in 1983.

People's Warden, Te Ngawai Parish; Director S.C. Aerial Topdressing Co-op; Kellogg Scholar 1982 (An Assessment of Farming Co-ops in N.Z.); Chairman Regional Ag. Training Committee; Community College Councillor; Member of Agricultural Training Council.

A National Farm Trust ? Economic power for political pull ! The general principle is that of Lloyds whereby money would be raised on the unencumbered value of the Farmland of our members. The idea is grand but perhaps not politically realistic because controversial amending legislation would be necessary.

The funds of the Trust would not be applied to overdrafts but to value-adding investments in coolstores, dairy factories, meat processing, selling centres, machinery, irrigation and farm accommodation.

I believe there is a very strong case for direct involvement of the existing Federation for direct involvement in certain commercial activities. A finance division of a commercial wing could provide loans to members purchasing machinery and vehicles. A superannuation and medical insurance^{division} would make high security investments - first mortgages, blue chip shares. Federated Farmers would both gain in appeal and hold out a carrot as does our British counterpart N.F.U..

Note that the existing Federation staff and building would be utilized in the same way that BNZ Finance for example, relies on the infrastructure of its parent trading bank. There would be heavy reliance on top professional administration and minimal elected directorship.

I've long lamented the opportunities we have expanded on and then let go. The Rural Co-op for example, virtually started with Federated Farmers when David Baker brought the concept back from U.K.. Don Hulston and others said the mixture of business and politics wouldn't work. Federation personnel tend to be completely black or white commercially speaking.

M & W Electoral College: In the Holyoake days it was very much divide and conquer. A wedge would be driven between the Electoral Committee and either Board.

The dichotomy between Electoral and Federated Farmers spheres of influence over the last ten years no longer applies in Mid-Canterbury, Wairarapa and Auckland as it does in South Canterbury, but the duplication of effort continues (as with the Dairy Wards and Dairy Section).

Any committee which had gained some prestige will almost unconsciously indulge in a little empire building. It may take something like a Labour Government to do away with the Electoral College. The Meat and Wool Boards could be quite effectively elected on a national basis by the members of Dominion Meat and Wool Council. This Council comprises Meat and Wool Chairmen who have been elected at every step of the way.

Federated Farmers: I see strengths and hazards in provincial autonomy. For example North Otago is a sound province but lacks the funds to go further. It is simply too small. More rationalization is required here than at Branch level.

The slowness of communications can be dramatically overcome by installing live computer links between Dominion and Provincial

offices and agencies such as the MAF. There is also scope for us to make a little money and hang onto it by selling the system.

The Agriculture House concept of a unified rural lobby in Wellington is one application of the hopes expressed by the Political Committee. Provinces too must make better use of buildings and personnel to stop waste and fragmentation of producer representation. A forum of industry groups as conducted in the Bay of Plenty allows closer liaison and identification with Federated Farmers. Individual membership of Federated Farmers is not necessary for those in specialist groups which are affiliated at Dominion level, if such forums are functioning.

Sheep and Cattlemen: Almost seems to be a dead duck. Their philosophy is based on right wing extremism. They have generally been represented by older, well established farmers who in many cases don't face up to the realities of the present day.

None the less, the Electoral College has been somewhat appropriated as their power base.

Y.F.C.: We saw farming issues through the younger eyes of people who very often didn't have land. Sometimes issues were seen in terms of the rules of debate rather than of industry importance, but this is certainly not true of land issues.

Young Farmers leaders are often very reluctant to assume Federated Farmers leadership in due course. They see the Federation as already highly organized and feel their own era has ended. Accumulated skills are wasted.

Some do not let go of their YFC strings. I see some who were there when I left at the District Annual meeting now, apparently unprepared to grow beyond their advisory retrospection. A proposal to bring the leaving age down to 25 has been debated from time to time. One improvement we did bring about over three years was the amalgamation of 10,000 young farmers and 3000 Country Girls!

C.W.I. & W.D.F.F.: I fear it's going to take a real crisis to bring them together yet speaking to either I have to pinch myself to remind me which meeting I'm at.

These two are the power groups in the National Council of Women - a good umbrella where they can enjoy working together.

I am disappointed neither has really changed since their founding. They will not be politicized. Instead of giving three quarters of time to current affairs they are bogged down too easily on material from Dominion headquarters.

Access to Government: The Federation enjoys better access to Cabinet Ministers than do their own staff through the Public Service Association who must sometimes resort to a slugging match in the media to put their case. This civilised relationship of ours is not always understood by our members.

Choose your M.P. carefully: Pick someone who'll get things done for his local area, i.e. someone who will be in Government. M.P.s in opposition should be kept informed but only judiciously lobbed.

The policy system within a parliamentary party is all too subject to ministerial veto, whereas backing away from Federated Farmers policy initiatives by Government is more difficult because they are more sustained.

A number of farmers take the attitude "because a National Government is in power, I needn't take an active part in Federated Farmers" but a change in Government will change that (the riparian ownership legislation in the early seventies was a marked example).

DON HULSTONNUFFIELD FARMING SCHOLAR 1959

D.J. Hulston was brought up in Timaru and volunteered for the Air Force in 1940 from the lower sixth, having done some flying with Harry Wigley. He instructed at the Nelson navigation school and then sat for medical intermediate, successfully, in 1945. Don's father took up the family farm at Prices Valley, Motukarara so he cross-credited to an Agricultural Science degree(1946-48) and farmed weekends. He was Bulletin and magazine editor, and Students Association President in 1948.

An invitation to a Masters Degree in Farm Management was declined in favour of farming at Waihao Downs with about 15% equity. The land was in gorse but estimated to be half price on a stock unit basis.

Don pioneered aerial topdressing at Banks Peninsula. The tiger moth needed eight miles to climb 2000 feet so each flight took at least sixteen minutes.

Chairman Waimate Branch Federated Farmers; Chairman S.C. Meat & Wool Section; Provincial President (1970-71); Provincial Life Member and Co-opted member; Inaugural Director S.C. Rural Co-op and Dominion Fertilizer Co.; Chairman S.C. Farming House Ltd; Deputy Chairman Aorangi Regional Development Council and Aorangi Public Relations Association.

Dominion Leadership: A third year as a Councillor is essential except for the exceptionally brilliant. Auckland and Otago Provinces tend to have an oligopoly on Dominion Executive because of their size.

Nuffield Scholarship: It has an impact on farming practices and a greater impact on ones attitudes. If we could send a quarter of our people overseas they would holiday only there in the future. In fact, probably less than 10% of New Zealanders do get Overseas Experience.

My degree class was the first to contain people who went farming. Then I set a new pattern as the first agricultural graduate farming scholar. I visited more research stations and economists relative to private farms.

I found U.K. farming practices behind ours in 1959 and U.S. farming shockingly so. But since then we've lost our lead, I suspect because of increasing numbers of foreign graduates ensconced here in cushy jobs following obscure research leads. Conversely, Lincoln College has been well served by the practicality of Jim Stewart, and will be by Bruce Ross.

The U.K. Discussion Model: Nuffield scholars have brought back the handpicked farm discussion group - a tremendous forum for floating new ideas. The ground rules are: numbers are limited to ten or so; new members admitted only by unanimous vote; absolute faith in confidentiality; and full financial disclosure where pertinent.

Surveys: John Pryde's "Farmer Opinion" returns of 60% are excellent. My Agric.Prod. Advisory committee achieved only 45% with its survey in the late sixties.

The Wool Debate: The idea was that all sales be confirmed to genuine end-users(manufacturers) on a semi-continuous floating contract with the Wool Marketing Corporation. Thus would three centuries of lucrative manipulation of storage and supply by French merchant banks be ended. And presumably the futures market too, because it mainly exists to protect the speculators.

The Wool Board: I don't think there is anything less efficient. Not a innovative idea in twenty years - apart from having their tail knocked in by the great wool debate.

Apple & Pear Board: Bloody good, other than in public relations.

Agricultural Co-operatives: Eastern and Western concepts of the co-operative, although very different, are commonly confused in this country. In the East they don't have to succeed or fail and there is no competition. The tentative linking of co-ops as an association should've been done twenty years ago!

There is a case for direct Government finance upon establishment as an alternative to Producer Board lending because helping to keep farming inputs down is very good for overseas trade.

Rural Trading Societies: Fellow scholar David Baker and I stayed with the farmer who started R.T.S. in U.K.. He secured a discount for the out of season purchase of a finger wheel side rake and then contacted fellow farmers and got a bigger discount direct from the manufacturer for one hundred.

Today 98% of Britain's agricultural output is sold through co-operatives and 80% of inputs are purchased thus.

In 1960 South Canterbury farmers sounded us out and then moved. Later Otago borrowed our articles of association and four or five others followed on.

A some-time Co-operative founded last century, C.F.C.A. used to invite retired Federated Farmer presidents to serve on their Board, but not any more, even though the Provincial leaders such as Gilbert Slater and W.J. Fletcher were anti-R.T.S..

Forty Stock Agents were on the road in my district in 1960. The 400 farmers they serviced would each have had to yield £60 profit simply to meet their wages and car expenses.

Electoral College: Why have reasoned proposals to constitute Dominion Meat and Wool Council as the Electoral College for the Meat and Wool Boards been disallowed by governments? Because it is expedient to have parallel structures which can be played one against the other if their views should ever diverge.

Forest Ownership: I am pro any forestry but the degree of subsidization frightens me somewhat. I have areas of reservation regarding public company forestry because of relative taxation incentives.

National Farmers Union(U.K.): It would be delightful if our Federation was as powerful as them. Their strength, ironically, is through many years of massive subsidies to farmers as successive Governments have acted on the premise that healthy farming makes for a healthy country and healthy manufacturing. In turn the manufacturer gets an opportunity to test his machinery on the local market before launching into export.

Both Government(through MAFF) and NFU have established independent and exhaustive(90% survey) statistical banks encompassing all aspects of primary production. As well as production data, a typical farmer would forward perhaps £1000 to NFU as a subscription. For this he might enjoy a golf course, club, guest accommodation and the services of five professional economists - all within his own shire !

Two Lessons from Sheep and Cattlemen: 1) At Dominion level the Federation has never had enough money to operate on, ever,(Everyone thought if we increased the subscription we'd lose our membership).
2) The Federation under-appreciates its own strength while the individual member does not appreciate what it is worth to him.

F.W.A.: I hope the association will remain.95% of the farm workers are very happy condition-wise. The other 5% lack the intelligence to do anything about themselves. The flaw in this occupation is the lack of capital gain but the home ownership scheme ameliorates this.

Top Tier: All five groups in this forum must have the nation's long term well-being at heart, and statements to this end should be joint statements where possible.

Employers Unions: The three commodity sections of Federated Farmers could be incorporated for the purpose of respective award negotiations.

Wheat Board: The producer has been on the tailend of every modification to every regulation concerning the industry. Payment on standard moisture is a classic example because there is never any compensation paid for wheat drier than maximum moisture content.

Meat Board: Guaranteed minimum prices and stockpiles for continuity of direct supply all year round have been instituted. The further up-market we aim, the better we will be placed, price-wise to jump tariffs. The top 5% of income earners in our markets don't mind paying it.

Before any hygiene regulations are promulgated there must be top level government negotiations; it cannot safely be left to bureaucrats.

Grooming for succession: Not enough is being done at provincial level. Bill Dunlop developed it into an art, he sought out free thinkers from all over, propelled them to minor office - then let them prove themselves from there. The Federation should train potential leaders at both provincial and dominion level.

Conclusion: At a point in time we will need something like an Agricultural Council (e.g. Appendix 2) to stop the pick off indulged in by Government when any two interested groups fail to say exactly the same thing.

KEVIN O'CONNORPASTORAL PHILOSOPHER

I began a career in agriculture scholarship as a consequence of a philosophic reflection on the condition of the industry in Australia in 1945 and 1946. At that stage I was studying philosophy in preparation for theology with a view to entering the priesthood. (Society of St Columban - dedicated to the missions in Asia and especially China.)

In Australia I became very conscious of the physical and socio-economic environment because there was mallee dust in my nostrils whenever the norwest wind blew. The sky over Melbourne was red with the same dust that reached New Zealand windowsills. A commission for Rural Reconstruction was at work; Ian Clunies-Ross was establishing CSIRO; and the Catholic Bishops of Australia were enunciating statements on social justice.

My concern was THINGS WERE NOT RIGHT FOR FARMING in which case I did not see how they could be right for anything else. These conditions tied in with my cousins letters from China - get people right with the land. I was learning to deal with events philosophically.

I became committed to being an agricultural scholar rather than a Christian missionary in the conventional sense.

At Massey I majored in Agricultural Economics because Rural Sociology didn't really exist here, but economic views seemed always to be lagging behind the changing ecological and technical perspectives of Scientists such as Peter Sears and Mac McMeekan and so were very limited for any forward purposes. Peter Sears quantified the pastoral ecosystem in the early fifties while all the purer scientists were still groping.

I became a grasslands agronomist returning to the tussock grasslands where I had cycled in 1948 and in particular to the Upper Clutha high country where it was clear people and land were most out of phase. My masters thesis was an ecological integration of the physical condition of this country with the history of its land use but it was never formally submitted because the maps never reached Massey from USA where it was completed.

I came to Cornell via investigations in the journals of the American Societies of Agronomy and Soil Science and the autumnal slides of Prof Palmer who visited Canterbury. My other role as a Junior Soil conservator while doing field work from Alexandra had left me concerned about the unscientific character of that organisation and so I travelled to the environment of intensive study in the east of America, but stopping to consult leaders in range management along the way.

As Liaison Officer for training and research (Dept Agric) I continued my agronomic research at Broken River and then the real work commenced with D.S.I.R. Grasslands Division - to run the cutter up into the mountains; to demonstrate the need for the tussock grasslands to join the mainstream of Agriculture; and to try and establish the limits where protection must take precedence over production. But I also worked on plains irrigation, cropping, and snow tussock ecology, keeping my field of operations deliberately wide as always.

In 1960 Tussock Grasslands and Mountainlands Institute was established to do what I was attempting singlehanded. In 1969 the chair of Range Management was funded at Lincoln College, to be held by the Institute's Director, but its function seemed thwarted from the beginning by Lincoln's uncomprehension of its integrative duties.

Cont/...

During the struggle of the Institute to be, we won a lot of friends; we evaded capture by the Soil and Water juggernaut which had initially sponsored us; but we never reached "critical mass" of 8 or 10 professionals. We had insufficient antennae and after Graham Hughes' death we never recaptured the same strength of personal contact with run-holders.

1977 was the high point in the Institute's history - New Zealand hosted the High Mountains Conference - we got an integrative high mountain policy and the world got a set of ecological criteria for the use of theirs. New Zealand was the test case. The background papers internationally followed my concept: policy → Cabinet → Land Settlement Board.

At that very high point I became dangerous because (1) The Institute had six clear use fields: Forests, pasture, conservation, recreation/tourism, wild life and water but not the staff to cover them. Having an holistic view of the universe doesn't make it easier to make a decision about any one action.

(2) There was clearly no disposition on the part of the management committee to see the problem and step up the manning.

(3) An unfortunate hardening of the farming arteries.

As prosperity began to be rationed so the spirit of give and take was eroded and there were more watchdogs looking over your accounts. Departmental people became canny for agricultural production. Lands department opposed multiple use and the High Country Committee became very dog-in-the-manger about this too. I am describing single sector/single purpose confrontation and polarization. Everybody became corner-watching instead of acting on high mountain policy.

So I devoted my time to working with students, who are capable of recreating the earth.

UNESCO - Activity in New Zealand is minimal apart from the Upper Waitaki man and the Biosphere programme. UNESCO has never been fairly reported since its enquiry which led it to proposing a new International Information Order. The US reforms will have most impact in Africa where the gravy-train perception is strongest.

OECD - We are something of an anomaly in this rich man's club because our problems are constantly being clarified as the problems of the third world. We are autochthonous developers - self starters. The Public Works Department picked up the Roxburgh Hydro; MOW picked up Manapouri and JVII has already had to restructure its management. Such failures of technological intrusion are common in any environment which has its own culture. Because of the take-or-pay provision applying to the Maui gas field, the gas could be priced at zero, but if the books were open, the project would be found an excrescence on the economy.

Who Will Win the Snap Election? Labour by 14 or 15 seats given no major changes in the coming week. I listened to the broadcast of the Australian recovery conference. Bob Hawke thanked each contributor at the end of his statement without flippancy or sauce, or comment, thus showing tremendous self-mastery. I don't doubt Lange's basic goodwill and his discernment that only by reconciliation can we survive.

Both Chile and Uruguay had a longer tradition of unbroken parliamentary democracy than ours until the 1970s. But like Argentina they had the problem of the Pastoral Republic. McMeekan described thirty years ago the problems of so-called developing countries which are not developing.

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Should Counties Assn. merge with Municipalities? No. I don't know why they exist except to fill out the requirement of any New Zealand club to seek out others and federate. This association hinders the construction of an adequate buffer between local and central interests.

Regional Government: I see no need and, therefore, cannot believe in it.

Regional Planning: This I do believe in. The Central Bureaucracies have each agreed to divide differently and rule separately. There has to be congruency of boundaries to allow a region to exist. In the time of Provincial Government, rivers used to divide but now we have catchments, and rivers can unite.

The farmers first boundaries are those of his farm, then the neighbourhood - people you'd ask for help if necessary - i.e. the zone of first recourse. Then comes the District - where do you go for medical attention? and the region - do you have a rugby team strong enough to take on an international side? (after Lister and Faulls).

County Councils need sufficient size to hire the minimum required competence. They spend money every five years on a non-interested party with no continuing responsibility to plan for them. They should have recourse to regional planning staff (say five counties to a region) who could work on each district scheme revision by annual rotation.

C.W.I. and W.D.F.F: There is room for two, and three groups if you want them! There shouldn't be as much significance for them as there is because women should be of equal importance in local government.

Federated Farmers is a male organisation, but a property owning organisation even more so. (Farming is ecologically dominant so included in the name.) The Federation is a surrogate for the genuine male organisation of rural men.. It has generated the need for community among women, separately, by its exclusion of them.

To my way of thinking the success of any of these organisations militates against the success of a community organisation which is:

Rural - not farming.

Genderless - rather than dominantly male.

People - not property oriented.

Interestingly, the case for rural community has best been put forward by CWI and WDFE through NCW. The very vigour of Federated Farmers is an obstacle to the holistic representation of rural interests.

Small Farmers and Peasants: The economic interest for all New Zealanders can only be argued for so long without reference to rural values. The small farmers are likely to be ecologically sound (and listened to as environmentalists) because they are putting their money where their mouth is. When you can no longer intensify, the next step is peasantry. And TePuke is fully intensified....

Co-operatives: Their flavour was transformed after the motor car as people had less need for one another. The genuine producer co-operative is unlikely unless times get very much harder because their very success brings prosperity and their decline.

Is The "Asian Pear" truly a pear? No. It was beyond the intentions of the legislators. This is a classic example of a bureaucracy behaving like one.

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FWA: It can function in the rural community if the farm owners get to be a subset of the whole - but our culture still has us wanting to work for ourselves. The potential leader is either the malcontent who won't make it or the non-succeeder.

Speaking For the Land: Farmers are not going to get the most effective speakers for the land in the long run unless sectional interests are submerged beneath rural interests - either locally or regionally. It is so easy for farmers to be a numerical minority even in their own remote districts - take the Upper Waitaki, even without Twizel, for example.

YFC: The articulate members naturally find it easier to say that which is acceptable and say it well. Well rounded phrases meet with approbation and so one comes to believe it. As leaders develop they have realised the wealth comes from land holdings rather than venturing into productivity. They plump for equity management and get chosen to lead because they're safe. The educational and leader serving processes bring the conservatives through. From hereon we're in land use competition (particularly seen in the high country). It is much easier to project yourself as a staunch defender rather than a careful and idealistic integrator of competing uses. The conservative says, in essence, "what I've got, I hold".

Resistance to change is consistent with property emphasis rather than production emphasis, but because the pressure is already very high, farmers are willing to jump for new things, especially if there is a quick return to satisfy the treadmill. E.g. deer and goats, but not trees.

Appropriate Government: Pope John XXIII enunciated the principle of subsidiarity in "mother and church": The larger organisation should never do what the smaller can do. Planning has to be done regionally and the ad hocs should not exist apart from the defined regions. Mountains are much more real boundaries than rivers. The loss of the Cromwell gorge may well divert the Upper Clutha people to drive out over the Lindis.

Strikes: Strikes happen because of a sense of immediacy: "him today - me tomorrow". Waterfront labour has now got round this by applying good principles of dynamic conservation. Farmers are in no position to judge why strikes occur. Nine of ten leaders commence with a prejudice that the fault is of the workers. At least start at 50/50. Victoria has only the beginning of a badly needed New Zealand School of Industrial Relations.

Farmers Be Warned: It was me who put that last string of noughts onto your equity by discovering what your land was capable of producing and teaching it to you so that you comprehend 10% of it.

Do not expect forelocks to be touched, or graces and favours, unless perhaps you are willing to retain the responsibilities of the squirocracy.

Sheep and Cattlemen: Of value not for the participants, or for F.F., but for alerting the rest of the community to the level of temptation to which ordinary people are subject to if they are farmers.

The Range War: The real war will be between the youngsters of this country and the tourism espoused by the Mike Moores and the Rob Talbots. It is not a soil conservation conflict - top dressing and oversowing can be just as deadly an influence on nature conservation as the grazing elsewhere for which is is compensatory. The point of the debate should never have been soil conservation but nature conservation. And this should be the goal.

JEFF WILSONPROCESS DIVISION CHAIRMAN, VEGFED 1984

Diploma in Agriculture, Lincoln College 1961-62; Took over part of father's farm at Kerrytown in 1965 and purchased the balance over two years. A further block was added five years ago. Jeff was a finalist in the Lincoln College Foundation Award 1983.

Jeff and Verna have four children. Chairman, School Committee; Board of Governors, Pleasant Point High School; Director, Ashburton Motors; Rosewill Young Farmers Club; Toastmasters; Church involvement, including Gideons; Photography; Old cars; Process Growers Chairman in South Canterbury (as well as nationally).

Kiwifruit: This licensed marketing system is envied by almost all other fruit growers. The asparagus people, for example, are trying to emulate it.

Raspberries: The statutory authority has total control of all block frozen packs greater than 500g. The advantage is to know exactly what is going on but lucrative markets are revealed as well as any undercutting which might be taking place. They will negotiate a sale anywhere in the world, currently at \$1.20 to \$1.50 per kg. Minimum fresh prices for domestic retail and auction are also set but I am disappointed at the unwillingness of elected leaders to police these regulations among their peers. A change of attitude is needed before they will be effective.

"Individual Quick Freeze" IQF raspberries are not controlled.

The Lincoln canopy system of training raspberry canes and the NZAEI harvesters designed to match produce the best raspberries in the world.

Counties: My observation of the Levels - Geraldine merger was that that reserves held for local expenditure got spread thinly across the combined area instead. There are benefits in such rationalization, but when something gets big, someone gets trodden on.

C.W.I./W.D.F.F.: To me the rural women's voices haven't been coming through as strongly as they should. The appearance belies the strength.

Federated Farmers: In the last 8 or 10 years they have come to be the mouthpiece of the farmer. Government certainly listens, which is as it should be provided district feeling is being conveyed all the way to Dominion Office. In common with other grower organisations, those elected to responsible office are generally those who can accept without any detrimental effect to their livelihood. They have someone working for them and get away for a week at a time relatively easily. Do such people fairly represent their fellows - the ones who can't get away and so don't have one of their type speaking for them? Age is another consideration. You can't expand and represent more than yourself until your debt load is firmly under control. A specific fund to pay for a manager for the leader could help resolve these problems.

Holland and Germany: The grower is number one. He always gets his price, or else his produce is dumped and he is paid an average of what that line sold for that day. One auction can handle 40,000 lots in a day using an electronic clock system. The grower is further protected by having access to an over-ride button by which he can immediately pass-in his produce for negotiation or dumping.

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Small Farmers: Even if the holding is small, there is still the responsibility of using their soil. Sometimes there is reluctance to pitch in with co-operative projects such as the Levels irrigation revamp "because I only want to graze a horse".

Dealing with Government: I believe in constructive criticism, which means one has an alternative to put forward. Industry matters are best taken directly to Government through your own organisation. Go collectively, and with a consensus.

I have enough confidence in the elected leaders to accept their policies but cropping farmers have been forgotten. We have the highest of farming overheads, and then have ordinary sheep overheads on top of that.

VEGFED: A good outfit that has embraced most vegetable production with the recent inclusion of asparagus, tomatoes, onions and garlic,. This industry has been more affected by CER than agriculture. Tomato growers have been disadvantaged because Government took the view that CER is worth more than the sum of of its parts.

My experience of the vegetable auction system is that it is not completely genuine. If you've got every confidence in your product you can demand a minimum price. If a minimum is suggested - or no further supply - to markets even as far away as Invercargill, this has very often been achieved.

Although I personally have been reasonably happy with prices received for good produce, the bulk of growers have not been well served by their local market and are not happy.

Meat and Wool: All I want is the best price for my product, including a premium for quality where my lambs or wool are better than the average of their grade.

Leadership: If a person is one **he** will be one in whatever industry he chooses. Managerial skills are transferable. It is simply good business to have someone lined up to take over a job. Pick the best and encourage his nomination even if you know someone else is keen. But none of this lobbying by means of secret meetings.

JOHN PRYDEGENERAL SECRETARY, FEDERATED FARMERS OF N.Z. 1963-75

J.G.Pryde attended Caversham Primary and Kings High Schools in Dunedin followed by Training College and University. He completed his degree in Economics while working with the Reserve Bank on balance of payments and farm production. He was an economist with Federated Farmers for seven years before becoming their Chief Executive.

John's marriage to a teacher has involved him in the nurture of two sons and one daughter. He is Research Fellow in Agricultural Policy, AERU/Lincoln College and Director of the Kellogg Rural Leadership Course. Nuffield Scholar; Branch President Economics Society; President, N.Z. Association of Economists; Heritage; Boards of Governors, Onslaw College and Lincoln High School.

This interview was conducted across the aisle of a 737 out of Christchurch and concluded in the Wellington airport shuttle.

The Pastoral Dichotomy: Until 1972 Federated Farmers was seen as a pressure group for advancing the cause of farming and agriculture and a training ground for farmer politicians before election to the producer boards or Parliament. Since the wool debate there has been a dichotomy between the Meat and Wool Boards and the Federation. The individualist/free marketeer faction will die hard but will fade. With modern communications there is no need for an electoral college as such. Direct farmer votes in seven or eight wards based on livestock numbers together with two government nominees to look after the macro interest would provide a Board of nine or ten members for each commodity. Retirement would be by rotation. This structure would devolve more responsibility for policy making and remove one of the two rear vision mirrors board members have to live with. The College remits are self-generating rather than truly democratic. The alternative sometimes suggested whereby FF Meat and Wool Section constitute an Electoral Committee is a very poor one, in my opinion and in those of 60% plus of farmers consulted as part of two opinion surveys. The direct voting could possibly be plural, analogous to votes cast on the basis of factory tonnage at the Dairy Coops Dominion Conference.

Federated Farmers: In the final analysis the Federation must be the forum where farmers hammer out policy. It has failed, if at all, on leadership qualities. Too many have regarded it as a debating chamber rather than a policy forge; as a stepping stone to Boards and Parliament and not an end to itself.

Too many opinions are expressed and not enough facts, because not enough research is being done - but I don't see any magic numbers in terms of staffing - just a handful of outstanding people. Hence the levy idea initiated in 1958 and achieved in 1972.

Farming leaders need to be as well advised as any Minister with whom they negotiate. To be reliant in part on Producer Board handouts which could capriciously be reviewed were farmer Jones of Waikihikamukau to have publicly criticized some aspects of their operations was untenable.

Other Farming Lobbies: The French are the most militant, the Americans the most political. I introduced the office of Legal Adviser from the Swedish Farmers Organisation. The National Farmers Union in UK not only negotiates produce prices each February but also annual governments grants to help running costs. The International Federation of Agricultural Producers was founded in post-war idealism. Common interest simply does not exist and if it did the national sovereignty of the constituents would be encroached.

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Rural Women: I've long advocated that CWI and WDFP should join together. Women should not have a division but a full presence in the Federation proper.

Wheat Board: This is an anachronism which grew out of war-time conditions. I always find it a strange animal whereby conflicting views are contained in a cosy club born of protective interests. But they've got to run their own show - you can't have a Board chaired by the Cabinet Minister of the day. They could have a separate pricing authority similar to that employed by the Dairy Board if they must distance themselves.

High Country Committee: The Committee has always claimed a hot line to Cabinet and have had an influence quite beyond their numbers. They have, therefore, not been constricted by the need to align the whole Federation to work on their particular problems but at the same time they enjoy the general benefits obtained by, services provided by, the Federation.

Old Favourites Revisited: (Random topics from this year's Dominion Conference Agenda)

"Protection" - the stance has changed slightly. We do allow that it cannot be entirely eliminated. Note that import controls in effect confer a very large tariff of several hundred percent.

"Land Policy" - Farmers are too closely involved to be able to put up a good one.

"Land Use" - This very phrase implies prejudgement of the best use.

"Export of Live Sheep" - How many lambs can you fit inside a jumbo jet? With wooden crating, a 747 could carry 5000 lambs to the Middle East and still have room for some chilled meat as well.

If it is true that delegates, deep down, come to Conference not to listen but to talk it is particularly important that at least one third of the time be devoted to briefing or backgrounding of the ground to be covered by remits from outside speakers and/or staff.

The Parties: A National Government can manipulate farmers much more easily than Labour - they just turn to the Boards to get the preferred answer.

From 1922-26 Sir Win Polson was concurrently Member of Parliament and Farmers Union President. No way would we have that now. The Federation affiliates with none while fraternizing with all the Parliamentary parties.

Fronting Up to an Enlarged European Community: Appendix three contains suggested structural changes for Federated Farmers. These are excerpts from a blueprint prepared by Mr Pryde for a meeting of Provincial Presidents in late 1972. (The associated comments are the interviewer's).

INTERVIEWER'S COMMENTS

1. Prior Assumptions:

- 1.1 That the CWI and the WDFP should logically be merged for the friendliest of reasons.
- 1.2 That the activities of the Meat and Wool Boards' Electoral Committee should be supplanted by Federated Farmers (or by direct voting for electoral purposes) for very serious reasons.
- 1.3 That Federated Farmers is the voice of the farmer and is the structure most easily extended to represent all short and medium rotation land users. It is not sufficiently welcoming to farming women.
- 1.4 That behind every good man is a great woman. (This is the subject of another Kellogg project this year.) The direct contributions made by spouses to some of these interviews have not been identified because the influence of a helpmate would properly pervade the whole in any case.

2. Conclusions:

1972/73 was the watershed season both for New Zealand farming and the global economy. Britain joined Europe and oil was poised to leap in price.

Domestically, returns to lamb producers were at a high which has never been recaptured. The net results have been reflected in our terms of trade ever since - we became 30% poorer.

That same season our senior farming commodity, wool, was to be reformed but somehow "producer control" was confused with nationalisation. Ironically, it was not until the selective devaluation policies of 1978-84 that Government was locked into the fortunes of the industry. At the decision-making level however, there has never been a quorum at any Producer Board meeting until one or other of the government appointees has entered the room.

While the farmers may not understand the trade unionist's confrontation mentality "him today, me tomorrow" by which he is moved to strike today, the farmer has adopted a version of his own, substituting rewards for punishment. The downstream people can extract their cost, plus a living from my produce, today, but if I can just hang on, I may yet enjoy wealth from capital gains tomorrow. If there is some truth in this version of "dynamic conservatism", the application of some equity to a National Trust Fund (App. 2 & 1) becomes imperative so that producers can simply live in the present.

3. Acknowledgements:

The assistance of each contributor and of South Canterbury Federated Farmers is gratefully acknowledged.

A Proposal for a Farmers' Parliament;

Federation of Primary Producers -Commodity interests of Primary Producers to be separately protected by seven associations operating in most of twenty-five districts through the country based on Meat and Wool Electoral College boundaries. There would thus be separate district associations where appropriate representing Agriculture(Arable farming), Horticulture, Pig Producers, Wool Producers, Meat Producers, Poultry Farmers and Dairy Farmers. The Chairman of these district association would be elected by postal ballot among eligible producers in the district.

The Chairmen of these various district committees would all come together from time to time as a national executive of up to 175 members. From the National Executive, a Federation of Primary Producers would be formed by election within its ranks of seven representatives for each of the seven major industries operating at district levels together with an eighth member representing a combined economic service.

The Federation would have direct access to Government and its function would be to correlate all information that concerns primary production and to advise Government on any action required to improve the productivity of the overall industry. To be successful as a unified umbrella group, it would need to confine itself to problems common to all agricultural producers such as taxation, death duties legislation, disaster relief, economic problems(the cost-price squeeze), transport, land use and land settlement. Official representation would be 'out' as it is with the Federation of Labour.

The administration of the Federation of Primary Producers would be financed by a levy collected from produce sold similar to that already imposed on Meat and Grain Producers.

The Executive staff of Federated Farmers need not become redundant. They could be transferred to service the much more important Federation of Primary Producers. What would be saved would be considerable conference and travelling costs inescapable under the present structure of Federated Farmers.

No doubt the plan outlined would draw a lot of opposition from those who currently enjoy the many aimless meetings and social occasions, but these are irrelevant in today's world where committees and conferences fill hotels and minute books to no purpose. The unproductive time is as unwarranted as 'spelling' on the wharves.

Note that all existing statutory boards would be elected as at present and would continue to function as now dealing effectively with problems that are peculiar to that section of the industry and having direct access to Government on that basis.

The structure of commodity groups and an overall umbrella group is similar to that of Trade Unions and the Federation of Labour. Primary Producers could to their advantage adopt the Federation of Labour pattern of adopting a slumberous attitude while its affiliate clubs play their games but being ever-ready to exert its authority when the occasion demands. Both the Unions and the F.O.L. do their effective work without the support of the media - often in the face of its criticism. In fact they, often as not, eschew publicity thereby giving the lie to the oft repeated assertion by Primary Producers that their objectives are often lost because of lack of media support. Because the F.O.L. is a real force and influence the media gives its opinions the attention they deserve. When the Federation speaks it speaks with authority, in terms that can be well understood.

An organisation of Primary Producers formed along these lines could give our industry the cohesion it lacks and at the same time cost the individual farmer less while ensuring his democratic right to vote by ballot on all important issues affecting his livelihood. The day has gone when we can afford to let other sections of society pick our bones or permit Government to play one section of our industry against another. Farmers must come together, as divided we must surely fall.

NUFFIELD REUNION QUEENSTOWN 12/14 JULY, 1976PRODUCER ORGANISATIONS - TIME FOR A CHANGEby PETER ELWORTHY

We need a change because the New Zealand rural population has halved in just over 20 years, and, though the rate of decline has been arrested over recent times, history and world trends would indicate that our numbers of farm families are likely to continue to slump as a proportion of this country's population.

Time for a change because the New Zealand farmers' relative economic influence must fall as his proportion of national income drops. It has already plunged dramatically. In 1966 farm incomes represented 9.2% of total incomes; only ten years later in 1976 the farm sector's share was but 3.7%.

Time for a change because as the farming industry's contribution to New Zealand's total exports decline in relation to the whole then so will the power of farmers to influence Government as the major export earner also fall.

Time for a change because the political and economic power of the individual farmer will decline with the increased importance of size, strength, sophistication and product uniformity in the market place.

Time for a change because as the role of agriculture undergoes its present revolution changing from comparative laissez-faire to the controls inherent in a minimum and maximum commodity price structure and other disciplines, then so does the role of the individual decrease. He cannot sink to such depths, but nor is he allowed to gamble to aspire to such heights. So will, yet again, the freedom of the individual as an individual be lessened.

Finally, we need a change ^{because} all these things:

- a) the declining rural population
- b) the falling relative internal earning power of our sector
- c) the sagging export ability of our farms
- d) the decreasing influence of the individual farmer
- e) the change to income regulation

have occurred, in good part, because we have not exercised our political and economic power to arrest these trends, or to direct them to our own advantage.

These then are just some of the rapid evolutions which have occurred to lessen the strength of the New Zealand producer in his nation's affairs. His political and marketing organisations, his statutory Boards and his Federated Farmers, his women's organisations and his workers' associations have failed conspicuously to alter their own structures and interrelationships in sympathy with these changes. In fact these organisations have added to his problems by their very failure to adapt.

Worse, our organisations have not changed positively and constructively to embrace and enhance the increasing strengths and opportunities which arise from the developments we have mentioned.

What are these emerging and growing strengths?

The greatest is the farmers' basic commodity, his land, and to a degree his other fixed assets. His land is inflation proof.

In fact he capitalises on inflation by owning it. Particularly as a group, but also as an individual, his economic and political strength increases as his ownership of that one irreplaceable and most precious of society's commodities becomes more important. Land tenure becomes of greater significance as people make more people yet God makes no more land. The political strength in land ownership also accelerates in a hyper-inflationary situation, as we have graphically experienced recently.

The move towards farmer co-operatives and groups and Producer Board control of commodities will increase, giving strength to the individual within the group just as the individual's own strength declines. Remember that the Producer Boards are really a form of co-operative supported by statutory power. Remember also that co-operatives and the private sector can operate in partnership and not necessarily compete.

The emergence of these farmer groups, producing, processing and marketing uniform bulk lots of one commodity will be hastened and the individual farmer operating through such groups will find his political and economic strength increased.

Farmers are demanding more professionalism from their organisations, and are prepared to pay for it, and salaried managers and farm employees with increasing specialist skills will wield greater influence in New Zealand agriculture.

All these factors indicate our growing strength. We have done little to profit from them politically, and nothing to gain power from them economically.

Indeed, if one were able to, Godlike, plan for the most ineffective structures possible to serve present day New Zealand farm families, surrounded and harried by the above rapid changes, then one could scarcely do better than plan for those organisations which we now have.

Lets, then, dissect our illustrious Producer organisations for a moment so that we may better understand the urgent need for change.

Our statutory Boards, jealous of their rights, privileges and the personality cults of their strong men, have compounded their problems by weak professional servicing.

Mirroring and exaggerating the individual farmer's distrust of the professional and the expert, the Meat and Wool Boards particularly, have promoted their farmer elected members to instant expertise in marketing, processing and finance. The members' wives, too, have undertaken in the past frequent and arduous journeys abroad in the cause and promotion of their husband's chosen commodity. As a consequence, with the elected Board members and their womenfolk being activists and experts in all the professional activities of meat, wool or dairy produce, the professionals servicing the boards are relegated to the housekeeping role, and, with exceptions, are of mediocre ability and quality as a result.

A fragmented, powerful and role seeking elective system for these boards is paralleled and duplicated in Gilbertian fashion in the cattle and sheep industries by the Meat and Wool commodity Section of Federated Farmers.

Thus, the Electoral Committee and the Meat and Wool Section publicly squabble over their responsibilities and privileges, and the Boards duplicate and waste their energies and resources in efforts,

of varying intensity, to woo the one body or the other depending upon the politics of the moment. Similar rivalries and jealousies exist with the dual role of the Dairy Conference and the Dairy Section of Federated Farmers.

The political use which such divisiveness can be put by both Government and at times the Boards themselves needs no elaboration to this audience from me.

The Federated Farmers organisation. Painfully ponderous, it fumbles for complete democracy down to the last disinterested farmer and, nowadays, his perhaps more interested wife. To date, the Federation has been even more woefully and inadequately professionally serviced than its sisters the Producer Boards.

The Federation must surely be served by men of outstanding good will and patience, and indeed the spouse of the active Federated Farmer is required to exhibit similar qualities of long suffering.

How else can one explain the stoic attitudes required to work for an organisation so non-professional and comparatively ineffective. Comparatively in relation to other New Zealand political groups.

For these compelling reasons, it is a tragic reality that the goodwill, the patience and the fortitude required is not often matched by a comparable ability in the person of the Federated Farmer's office holders. Indeed, in the past men of real capacity have often left the outwardly stuffy dowager's ranks for more productive avenues of personal endeavour.

And the cost! Have we ever counted the cost in money terms, let alone in relation to the personal sacrifice required?

There are about 640 branches of Federated Farmers throughout New Zealand and 21 Provincial Offices.

I have taken a stab, which I believe may be very conservative and is certainly understated, at the total cost to run the Federation.

It costs in direct financial terms for car travelling a total of about \$120,000 for branch members to get to and from their meetings: about \$30,000 for delegates to travel to their provincial meetings: another \$30,000 if time is taken in at \$10 per hour for branch meetings and \$20,000 for provincial meetings: it costs a further \$400,000 to run Head Office and, say, \$700,000 to run the Provinces.

The structure then costs us a grand total of somewhere about $1\frac{1}{4}$ to $1\frac{1}{2}$ million dollars for the 30,000 members. That is about \$40 per member. I am a loyal Federation office holder myself, one of those stoics of limited ability, and I do not suggest that the industry and the individual member does not reap a satisfactory dividend from such expenditure. But I do say that the dividend could be much greater, and at much less sacrifice in personal and resource terms.

Our women's organisations have, in these more recent times, moved faster towards accommodating change than the men's. Witness the Women's Division of Federated Farmers rural survey which pinpointed the social strengths and weaknesses of our community, a factor which has been overlooked for far too long, not least by the Producer Boards

and Federated Farmers in their respective decision making.

Further, there has been far too little joint working between women and men in our rural community organisations. Surely, for example, there should be at least one female on each Producer Board just as a start.

We have been culpably neglectful in failing to encourage an effective farm workers bloc long ago, and we may now bitterly regret that negligence.

Lastly, our fostering of the mixed sex Young Farmers' Club movement has been generally reactionary and avuncular, instead of challenging and stimulating for young leaders to enter and enliven the Producer organisations themselves.

But worse even ~~in~~ ^{than} the organisational problems of the Sectors themselves is the failure of each body to combine with others to make use of our collective strength.

These Producer organisations, and other marketing and political groups too numerous to mention, all speak to Government on all major issues and frequently speak with different tongues. That is the great sin that we commit. We have set ourselves up, in fact, to be divided and so conquered by the Government of the day.

Small wonder, that the demand for organisational restructure to match the transforming face and body of agriculture itself is apparent in initiatives from throughout the country. Some advocate a strengthening of the Meat and Wool Board Electoral body. Splinter farm political groups have emerged and cried for reform. Farmers everywhere, increasingly concerned that their political power is being apparently fragmented at all levels, urge through remits and notions a more rational and unified farm political grouping.

Surely we agree, then, that change is necessary.

How should we tailor our producer organisations to these developments.

We will start from the top.

Firstly, establish a New Zealand Agricultural Council, to act as the ultimate body representing total farming interests in New Zealand. Thus, at one blow, we can bring together New Zealand agriculture's global influence.

This Council to contain a representative from Federated Farmers, the Producer Boards, the Women's organisation and the farm workers.

It will be constituted to represent the broad field of agricultural production, processing and marketing, and to bring such representatives together regularly and involuntarily.

Involuntarily, so that two Board chairman undergoing a current personality clash are made to get together to solve joint industry problems.

The Council would have three co-opted members. One would be the Chief Executive Officer, chosen for outstanding administrative skill and experience. Two would be chosen for recognised commercial or financial skills.

The President of Council to be chosen by, but not necessarily from, the Council.

The Agricultural Council's Secretariat to be provided from Federated Farmers.

Amongst its other important activities, in the main representing rural New Zealand's overall interests to Government, the Council would co-ordinate the production of one quality, regular and frequent publication to go to all farmers, combining in independent sections the news from Boards, Federated Farmers, Women's organisations and farm workers, and thus eliminating the ludicrous duplication and expense of separate publications and sparing the farm family the current and constipating deluge of reading material directed at the farm letter box.

The Council should do more.

We have talked about the failure of our organisations to make effective commercial use of the fact that our underlying wealth is increasing as land values rise. And we have made an important and unwitting start by having a part of Federated Farmers' activities on behalf of all farmers financed by a compulsory levy on stock. Our own South Canterbury province finances its increasingly professional activities by a 30c levy per \$1,000 capital value on the farmer's land.

Let's extend the principal further and have the Council's political activities at national and provincial level so strengthened, and so finance the Council's and Federation's functions well ahead of inflation.

Then let's be bold and think further and bigger, and have our Agricultural Council administer a trust as being complementary to the Council.

The Agricultural Council is, then, a powerful political animal, controlled democratically.

2. The Trust would be a commercial Company, owned by its shareholders, and concerned not with politics but with profit, as to income on its investments and market influence for its members.

Shares would be issued to preferred levy paying subscribers, and capital could be raised on the assets of Federated Farmers provinces and other farming institutions, and perhaps even on the strength of say, 5% of the value of New Zealand farmland valued conservatively.

Provided that a sufficient number of our land owners were persuaded to appreciate the potential of collective strength, the possibility of our raising capital on our farm land assets of, say, 10,000 million dollars are quite mind boggling. 5% of 10,000 million dollars is 500 million dollars.

The professionally managed trust would

- a) provide additional income and security for farmer investors
- b) increase the influence of the primary producer over the processing and retailing of his product where the present Boards are not responsible by statute, and exploiting opportunities for new enterprises by producer groups, co-operatives or private companies.

- c) provide professional and commercial services to farming.

Having accepted that it is time for a change in our Producer organisations, we have now implemented that change, and tidied up the problem area of a divided voice at national level. Our representative but professional Agricultural Council takes care of that.

We have capitalised on our collective commercial strengths with our investment Trust.

Now we have only to clean up the messy area of commodity representation, and ginger up the Federation and associate organisations right down to the last struggling farm family.

This reorganisation would go like this.

3. The existing structure of the present Federated Farmers Dominion Council, Dominion Conference, Provincial Executive and Provincial Conference would remain substantially the same. Present eligibility and voting rights and procedures would remain confined to existing rules of voluntary financial membership.

However, the President would be full time and remunerated accordingly, and at national and provincial level the professional administration would be of such an order that there would be a minimum of elected personnel in all but decision making and general representation activities.

Where elected representatives were required to do more than this, realistic remuneration would be provided for.

The existing structure of the present Federated Farmers Produce Sections would be dismantled and replaced with national commodity Councils, combining the Federated Farmers produce sections and the present commodity Electoral College or Dairy Ward Electoral system.

Thus, as two examples, the Dominion Meat and Wool Council of Federated Farmers and the Electoral Committee of the Meat and Wool Boards would be reconstituted as one body, called the Dominion Meat and Wool Council. The Dominion Dairy Council of Federated Farmers and the Ward Electoral system for the Dairy Board would be reconstituted as one body to be the Dominion Dairy Council.

The resultant Dominion Commodity Councils would adopt the same election procedures as are now used by the relevant produce Electoral Committees.

Chairman of the Dominion Commodity Council automatically to have a seat and voting right on the Dominion Council of Federated Farmers.

The Dominion Commodity Councils to retain autonomy as produce sections do at present under the Federated Farmers Constitution.

Federated Farmers rules to be amended to give all farmers eligible to vote for their respective commodity representative at national level, the right to:

- a) attend any branch meeting of Federated Farmers
- b) vote on any matter specific to the commodity they produce
- c) vote at branch level for the election of Branch Executive Officers
- d) vote at branch level for delegates to Provincial Commodity Committee and Provincial Committee Conference
- e) vote by postal ballot for the Chairman of the Provincial Commodity Section who will be the area delegate to their respective Dominion Commodity committee and who will then fulfil the Producer Board elective role and the present political role of a member of, say, the Meat and Wool Council. This member to have an emolument to cover his time on commodity section affairs within his area and all expenses incurred made good.
- f) Each branch to be encouraged to organise informal groups within the branch area of about 20 farmers. These groups to meet regularly, possibly at a member's house, the branch professional Secretariat being responsible for assistance as to agenda and subject matter.

A request from 10 or more members of any informal group duly recognised by any branch must require branch executive officers to act or report on any current topic within seven days.

If action is decided to be necessary by branch officers, clear lines to be provided for immediate communications through to Dominion Council via provinces, and a report on action taken to be furnished to the originating group, branch or province within 14 days.

Implied in the recommendations above is the need to encourage more commodity meetings at branch level and at house meetings.

Elected representatives to the Provincial Commodity Committee will at Provincial branch level convene meetings where necessary and at least an annual reporting meeting.

All elected representatives at Provincial and National Commodity Committee levels plus executive officers at branch level to be current members of Federated Farmers.

Branches to be encouraged to foster participation by farm managers and employees in Federated Farmers activities. Employers paying a subscription as a percentage of capital value to be encouraged to sponsor employees as members on the farm subscription.

Through our Agricultural Council we have now reorganised our national representation so that rural people may speak with one voice on all major national issues which are outside the immediate area of influence of Federated Farmers, Statutory Board, Commodity Section, women or worker.

We have made a beginning and harnessed some of the economic power of the farming community through our farm Trust.

We have strengthened and made more rational, and professional, the elective and political roles of our three main commodities, meat,

dairy produce and wool.

We have made more relevant and meaningful the branch, provincial and national structure of Federated Farmers.

If we agree that it is time for a change for our Producer organisations then let us please argue for or against on principle, not using the arguments of the particular or of vested or personal interests. Such arguments have included, in the past, the statutory obligations of the Boards making it impossible for them to co-operate at national level. If this is so, and I doubt that it is, then let's be positive and change the statute.

But whatever we decide, and if that means any change at all, let's get on and help promote it from this body of Nuffield men (why no women?) Because experience in the past would indicate that the present farmer elected members of our organisations are just so busy coping with the administration and the decision making of their own organisations that there is literally no chance for that individual elected member to submit to the mental discipline of giving serious consideration to planned structural change.

If we do not move in any direction, then we are collectively guilty of contributing to the increase in tempo towards fewer people: poorer people: and increasingly restrained people as guardians of our major industry and custodians of this lovely land.

Federated Farmers of N.Z.

APPENDIX 2

SOUTH CANTERBURY PROVINCIAL DISTRICT (INC.)

SECRETARY

I. J. W. STEWART
P.O. BOX 665, TIMARU
TELEPHONE 84-096

OFFICE

FARMING HOUSE
23 BUTLER STREET
TIMARU

To all Dominion Council Members, Affiliated Members of Dominion Council, Meat and Wool Council, Dominion Dairy Section Council and Dominion Agriculture Produce Section Council.

In June of 1972 South Canterbury Federated Farmers established a Restructuring Committee which brought down recommendations, which were, after being canvassed at Branch level, adopted in principle by the Provincial Annual Conference in 1973.

The Committee then visited Wellington and discussed the proposals with Executive Members of Federated Farmers at Head Office, and with Chairmen of the Producer Boards and other interested parties.

Though at that time encouragement was given for the ideas put forward, and suggestions made for their implementation, there has been no real progress towards the proposed concept between then and now.

The last Annual Conference of Federated Farmers in Wellington directed its Executive to consider and advise on the proposals for the structural reorganisation of New Zealand farming political and economic influence. The Dominion Council of 14th/15th October will be considering this question.

For these reasons, and because there has been encouragement from both within and outside agriculture to resubmit our proposals, the South Canterbury Executive has reconvened its Restructuring Committee, and the enclosed document is offered as a contribution to the discussion at Dominion level of Federated Farmers towards a more effective and united rural influence in New Zealand.

These proposals are not put forward as criticism of the present structure and worth of Federated Farmers.

We acknowledge the powerful influence achieved for agriculture through the Federation by farmers and staff up and down the country.

However, the political and economic position of farming in New Zealand is changing very rapidly, and we welcome the initiatives taken to re-look at our organisation, to ensure that we achieve the greatest possible dividend for the effort expended.

Peter Elworthy
Don Hulston
Donald Simpson
Rob Sinclair

4th of October, 1976

FEDERATED FARMERS OF NEW ZEALAND
SOUTH CANTERBURY PROVINCIAL DISTRICT (INC)

A PLAN FOR THE REORGANISATION OF THE POLITICAL AND
ECONOMIC STRUCTURE OF NEW ZEALAND FARMING REPRESENTATION

The recommendations are based on the following assumptions and beliefs:

- 1-1 The New Zealand farmers' political influence will decline if based on his numbers as a proportion of the total New Zealand population.
- 1-2 The New Zealand farmers' relative economic influence in national politics will decline if based on his total earnings as a proportion of national earnings.
- 1-3 In a world demanding increasing sophistication in marketing, the political and economic power of the individual farmer will decline with the increased importance of size, strength, and product uniformity in the market place.
- 1-4 By working as a producing, processing, marketing or buying group the commercial skill and strength of the decreasing numbers of individual farmers will become an increasingly potent political and economic force when deployed in unison.
- 1-5 As a group, the relative economic position of the New Zealand farmer will strengthen as the importance of his ownership of the one irreplaceable and increasingly coveted commodity, land, increases.
- 1-6 The trend towards producer co-operatives and producer board control of commodities will increase. So will the emergence of farmer groups producing and processing uniform bulk lots of one commodity. Farmers will, from a position of strength, make better use of existing established enterprises in the food processing and marketing fields.
- 1-7 Fewer farmers will be found to devote the time voluntarily to farmers' regional and national affairs. Farmers of the future will not need Federation services as we now understand them. They will require a strong and unified national and local organisation combining the functions of commercial development and political pressure, in which policy is implemented by relatively few and is executed by a full time totally professional staff.
- 1-8 New Zealand agriculture will require an organisation which will weld the political and commercial functions of the New Zealand farmer into the one structure, speaking on all national matters with a strong unified voice.
- 1-9 Salaried managers and farm employees with increasing specialist skills will wield a greater influence in New Zealand agriculture.
- 1-10 The role of the individual farmer will decrease as New Zealand agriculture moves towards income regulation.
- 2-1 Accepting a need for change resulting from these factors, and in particular the desirability of a single voice for agriculture, a comparatively simple alteration to our rules and the electoral structure will leave the way clear for the combining of the existing Federation role and that of the Producer Board Electoral systems.

This should be the first of a number of moves to restructure.

Simply, what is required is that:

- 2-2 Federated Farmers rules to be amended to give all farmers eligible to vote for their respective commodity representative at National

level, the right to:

- a) Attend any Branch meeting of Federated Farmers.
- b) Vote on any matter specific to the commodity they produce.
- c) Vote at Branch level for the election of Branch Executive Officers.
- d) Vote at Branch level for delegates to Provincial Commodity and Provincial Section Conference.
- e) Vote, by postal ballot, for the Chairman of the Provincial Commodity Section who will be the area delegate to the respective National Commodity Council.

Thus will be combined in the one individual the functions of the present Dominion commodity Councillor and the Electoral Committee member.

Boundary changes to be effected as required.

- 2-3 As two examples, the Dominion Meat and Wool Council of Federated Farmers and the Electoral Committee of the Meat and Wool Boards would be reconstituted as one body, the Dominion Meat and Wool Council. The Dominion Dairy Council and the Ward Electoral system for the Dairy Board would be reconstituted as one body as the Dominion Dairy Council.
- 2-4 The resultant Dominion Commodity Councils to adopt the same election procedures as are now used by the relevant produce Electoral Committees.
- 2-5 Chairmen of the Dominion Commodity Council automatically to have a seat and voting right on the Dominion Council of Federated Farmers.
- 2-6 The Dominion Commodity Councils to retain autonomy as produce sections do at present under the Federated Farmers Constitution.
- 2-7 The existing structure of the present Federated Farmers Dominion Council, Dominion Conference, Provincial Executive and Provincial Conference to remain the same. The present eligibility and voting rights and procedures to remain confined to existing rules of voluntary financial membership and therefore, elected by financial members only.
- 2-8 All elected representatives at Provincial and Commodity Section levels plus Executive Officers at Branch level to be current members of Federated Farmers.
- 2-9 Implied in the recommendations above is the need to encourage more commodity meetings at Branch level.
- 2-10 Elected representatives to the Provincial Commodity Section will at their Branch level, convene meetings where necessary and at least an Annual reporting meeting.
- 3-1 Should these structural changes be successfully achieved, we can visualise the establishment of a New Zealand Agricultural Co-ordinating Council, to act as the ultimate body representing total farmer interests in New Zealand.

This Council to contain representatives from Federated Farmers, the Producer Boards and other Producer elected Marketing Authorities and groups. It will be constituted to represent the broad field of agricultural influence, and to bring such representatives together regularly and involuntarily.

The President of Council to be chosen by, but not necessarily from the Council.

The Agricultural Council's Secretariat to be provided by Federated Farmers.

4-1 Similarly, a more professionally managed and unified organisation could also lead to a National Farm Trust.

This Trust to complement the Council as a commercial company, owned by its shareholders, concerned not with politics but with profit, both in terms of income on its investments and market influence for its Members.

The main objects of this professionally managed trust would be to provide income for farmer investors and to increase the primary producers influence over the marketing of his produce, by investing in the food marketing and processing industries, and by exploiting opportunities for new enterprises by producer groups, co-operatives or companies.

5-1 Given adoption of these major proposals we have:

- a. Established a more rational system for the election of the Farmer's commodity representatives and Producer Board Members.
- b. Set up an Agricultural Co-ordinating Council to speak for the whole Rural Sector. Farmers - their wives - farm workers - young farmers etc.
- c. Made maximum use of the economic power of farmers by reflecting their capital worth in a professionally managed Trust Fund.

6-1 Clearly, the vital recommendation is contained in that of internal restructuring to combine the function of produce councils with that of Producer Board electoral duties.

Thus strengthened, the organisation could well look at the adoption of further proposals, the Co-ordinating Council and a National Farm Trust. The Province has more detailed papers on these matters, available to any interested.

7-1 Other changes are likely to occur as these things eventuate, or as a result of such moves.

We suggest:

- a. The Dominion President of Federated Farmers should be elected for a longer term, be a full time President during that term, and be remunerated accordingly.
- b. The individual's subscription to Federated Farmers would be raised to allow for strong professional expertise at National and Provincial level.
- c. One prestige publication, combining Straight Farrow and all Producer Board Commodity Publications, should go regularly to all farmers.

APPENDIX 3: Excerpts from a blueprint for FFNZ, 1972.

(At the end of 1972 the Meat Amendment Bill by which a levy on stock slaughter could be struck to help fund Federated Farmers had just been enacted. Three more countries including our largest market were about to join the European community whose farming organisations had never been more united to protect the interests of their members.)

A. DOMINION

1. "The work of Dominion Council Committees must play a stronger role in the decision-making process at Dominion level".
This has been achieved judging by the substantial volume of remits and policy appended "as adopted" to Dominion Council minutes.
2. "The Dominion Executive Committee be given a greater degree of autonomy to allow for opportunism."
The Executive does act quickly and is sometimes called to account by one or more provinces. Otago claimed unsuccessfully this year that there is a chain of rubber-stamping involved in decisions of importance and that Branches take the brunt.
3. "Procedures for the handling of business at the Dominion Conferences should be reviewed with reference to American Farm organisations and adequate time for debate on topical matters."
We decline to be bound by cumulative policy minutes. We rely on excellent chairmanship to get through even the printed remits. The conferences continue to be authentic working meetings.
4. "Consideration should again be given to the holding of a Dominion Conference attended by observers from all 600 Branches as a morale booster."
Not debated in recent years.
5. "Producer Boards should reduce their political activity in favour of their statutory responsibilities to producers and to the wider community."
Apparently this has not happened in the case of the Meat and Wool Boards.
6. "By more attention to the media, the tremendous array of work that the Federation does on behalf of Farming can be made known to the industry members."
Success here, in public relations through the Agrow campaign, and press releases via the communications executive at Dominion Office. Harry Broad has been given room to broaden Straight Furrow's appeal to second most popular among general farming publications (AERU Survey 1984). We are still at the appraisal stage in the case of microprocessor systems.
7. "That there be closer liaison at all levels with Wdff, CWI and YFC."
The Women's Division now has a seat on Dominion Council and the family membership concept has been partly developed, but scarcely taken up in South Canterbury.
8. "Staffing must not be allowed to slip behind the needs of the members, in either quality or numbers."
Staff at Dominion Office had been virtually unchanged in numbers since 1958. Since 1972 two legal advisers and an assistant chief executive have been appointed. Some professional reports are prepared by outside firms on contract.
9. "Regular Conference of Provincial Secretaries and Field Representatives."
We last met in 1981 and promised ourselves another in 1983. It need not be an annual event but we are so diverse because of our Federal Structure there will always be lots of differences to learn from.
10. "Greater opportunities for Dominion leaders and staff to travel among members."
One dominion executive meeting is held away each year in association with a tour but the schedule is desperately tight. Some of the visitors are drawn irresistably to the nearest airport en route and so to other engagements.

Cont/....

B. PROVINCIAL

1. "All provincial subscriptions must be sufficient to finance the activities that provinces are called on to undertake on behalf of their members.
In as much as the extent of services influences the willingness of farmers to pay realistic subs, it may be necessary to resort to modern gimmickry, e.g. provision of special information, emergency employment or travel services." Our Province substituted equality of opinion (& vote) for "ability to pay" in 1980 in adopting a flat rate subscription and at the same time freed huge chunks of administrative time from sleuthing capital valuations to direct servicing of members. An inspired choice of Field representative has since consolidated this difficult decision.
2. "That Provinces be reformed where possible and necessary so as to be viable in size, i.e. able to support a full-time secretary and a Field Representative." Manawatu and Rangitikei share one office but it would be easier to join the European community and buy staff for all than to redefine our internal communities-of-interest.
3. "Barring exceptional circumstances, only designated officials of the Federation should make public statements."
4. "Provinces must endeavour to project a "Positive Image" for their farmer members and their industry. The Farm cadet scheme has helped tremendously but you should also offer the blind a day on a farm and entertain retired farmers and spouses on one day each year."
5. "Ancillary services such as Cadet Schemes, Trading Facilities, Farm Accounting etc must always remain under the effective control of the Provincial Executive."

C. BRANCH

1. "Overhaul of financial arrangements for defraying the costs incurred by Branches."
No Branch need lack funds within each year. Historical surpluses tend to be retained until some really important project needs backing.
Is the ability to accumulate reserves a consequence of inactivity on efficiency?
2. "Branch meeting venues should be comfortable and well heated."
3. "Improvements in cars and roads since 1946 suggest 400 Branches might be more appropriate than 600."
This Province has moved the other way. Eight Branches with nominally large membership have become ten in the last three years, giving better coverage forum-wise of the territory. Most are now in the region of 90-140 members.
4. "Meeting procedures in Branches need more attention and they must meet regularly."
Between three and ten meetings are held regularly by the South Canterbury Branches.
5. "Each Branch or suitable grouping should at least once a year meet with their Member of Parliament and invite him or her to give an account of work carried out on behalf of the primary industries."
Most often done on a Provincial basis. It is more a session for education and lobbying on immediate concerns than a recital of achievements.