

# VISION 2020

Horowhenua XIB 362L 4E  
Hereora Development Trust  
c/o 30 McKenzie Street  
Levin  
New Zealand





## DISCLAIMER

.....

The authors of this document hereby agree that the information set forth in this document to be factual upon release. This document shall also remain the property of the Hereora Development Trust and cannot be used without express authorisation of the Trustees.

.....

## REPORTING STATEMENT

.....

This document coincides and meets the reporting frameworks set forward by our Trust Deed and Trust Policies.

.....

*“Ko Tāraruā te Māunga  
Ko Pūnahau te Mōana  
Ko Kurahaupo te Wāka  
Ko Mūaūpoko te Iwi  
Tīhei Mauri Ora”*



## TABLE OF CONTENT

1. Profile'
2. Significant Historical Events
3. Lessee Profile
4. Vision 2000 Executive Summary
5. Vision  
Mission  
Key Development Areas
6. Summary:  
Restoring and Building our Trust  
Growing our Land Asset  
Providing Wealth & Opportunity
7. Vision 2020 Planning Timeline  
Vision 2020 Development  
Process
8. Restoring and Building our Trust
11. Growing our Land Asset
13. Providing Wealth & Opportunity



# PROFILE



## ADDRESS

- Kawi Road Levin



## LESSEE

- Jung Market Gardens Levin



## GOVERNANCE

- 4 person elected Ahu Whenua Trust



## LAND SIZE

- 1588.62 ha of Maori Freehold Land
- Partition Order



## SUPPORT

- Spicer & Associates Levin
- Todd Whitehouse Levin



## LANDOWNERS

- 176 Maori Land Court succeeded/registered Mūaupoko ownership interests
- Includes 11 Additional Whanau Trusts
- 6401.2 Shares



## LAND & BUILDINGS

- 514,000.00 Land/ Buildings

# SIGNIFICANT HISTORICAL EVENTS



## 1904-1905

Partition Order granted in Maori Land Court by Judge Gilbert Main.



## 1984-1993/94

Ceased operating as a Market garden. The Trust engaged in a 10 year Kiwifruit Orchard Exercise from 1984-1993/94.



## 2015-2020

## 2020 -present

New Trustees appointed.

1900

1925

1950

1975

2000

2025

## 1906-1984

Landblock first leased as a Market garden to local and prominent Market Gardeners of the Region.



## 1993/94-Present (2021)

Ceased as a Kiwifruit Orchard and recommenced the lease as a Market Garden under Tony and Alex Jung.



3.

**LESSEE: Tony Jung**  
**Jung Market**  
**Gardens Levin**

Tony and his brother Alex first entered into a lease with Hereora Development Trust in 1994, after the Trust had decided to re-continue market gardening as the lands primary earner, after a 10 year stint as a Kiwifruit Orchard.

With Alex now residing in Australia, Tony remains at the helm of the business, improving the land and continuing to mould the business into a driving force within the local and national produce market.



**On-Site Nursery**



**On-Site Cold Storage**



**Logistical Support**



**Employs local people**

**FROM THE SOIL**  
**TO THE SUPERMARKET**

# VISION 2020

Executive Summary



Nau mai haēre mai ngā ūri of Hereora Pōrōtene

Building a strong vision for our future has certainly been an investment in time and energy for those who have been elected and charged with leading the way. For some of us, our journey began way back in 2013 at an emergency Hui of owners. It was established during the 2013 meeting that the previous trustees were inactive to almost a critical point of abeyance. Therefore a new group of trustees was elected in 2015 to take over. Although the new group went into the term advised and well prepared, they were proven to be just as fruitless and again became inactive. During their time in office, they managed to deliver upon the initial development document that set the catalyst for this document to be written (Vision 2016).

Finally a new trust board was elected in March 2020. As an enthusiastic bunch, our aim was to was to step in and take over quickly from the previous group and create a missing and much needed strategic direction. With that in mind and after many hours of discussions among the new trustees, we quickly realised that the preliminary information collected by our predecessors although incomplete, was hugely valuable and necessary to achieving our current trust objectives, and the Vision 2016 document was adopted.

Vision 2020, like its predecessor is all about an aggressive approach that will effectively bring the trust into the 21<sup>st</sup> century after almost 25years in the administrative wilderness. Although this is a living document and is subject to continual change, the Vision will still cover and maintain the 3 original key areas of development outlined by the previous trustees. These are:

1. Restoring and Building Our Trust
2. Growing Our Land Asset
3. Providing Wealth and Opportunity

In short, our vision will see us furnishing the organisation with a more high level governance style and approach through implementing a series of contemporary governance frameworks and engagement strategies that will improve communications between ourselves, our lessee and landowners and bring much needed regulation to the trust body our assets and trust activities.

At the same time our vision aim is just as importantly about delivering and providing our landowners with better fiscal and financial, social and cultural opportunities and pathways that hopefully will see us all prosper well into the future and beyond.



## VISION 2020

This is the very first plan of its kind to be commissioned by this organisation. Our Vision is a one term journey (2020-2023) upon which the Trustees past and present have embarked upon to support the resurgence and revitalisation of our Trust after a rather divisive period of inactivity. This journey is also about inspiring our people. Filling them with hope and reinstalling the much needed confidence back in them and those whom have been chosen to lead the way.



## MISSION

To build a strong vision that best demonstrates our aims and aspirations for our landowners and for the landblock (Horowhenua 11B 36 2L 4E) and how we shall go about achieving this.

KEY DEVELOPMENT  
AREAS

Restoring and Building Our Trust  
Growing Our Land Asset  
Providing Wealth and Opportunity



## SUMMARY



RESTORING AND  
BUILDING OUR  
TRUST

Restoring and Building our Trust is all about restoring our trust to a better level of operations after a long period in abeyance. It is about, building our governance capacity and reshaping our administration practices based upon a small preliminary review undertaken in previous term. Our aim is to implement much more effective and high level governance arrangements that will improve our brand of leadership. These themes would include:

- Trust Deed Review
- Support Services
- Policy Development
- Engagement
- Profile Building
- Representation
- Future proofing and Succession Planning
- Quality Assurance (Trustees)



GROWING  
OUR LAND ASSET

We as Trustees desire to protect the māna and tapu of the land which has brought us richness and prosperity. Our strategy looks at strengthening the rights of our landowners with more effective monitoring and managing of the landblock, overall environment protection and supporting the people who lease and work the land. This includes:

- Lessee Engagement & Policy
- Lease Renewal
- Communications
- Environmental Welfare & Responsibility



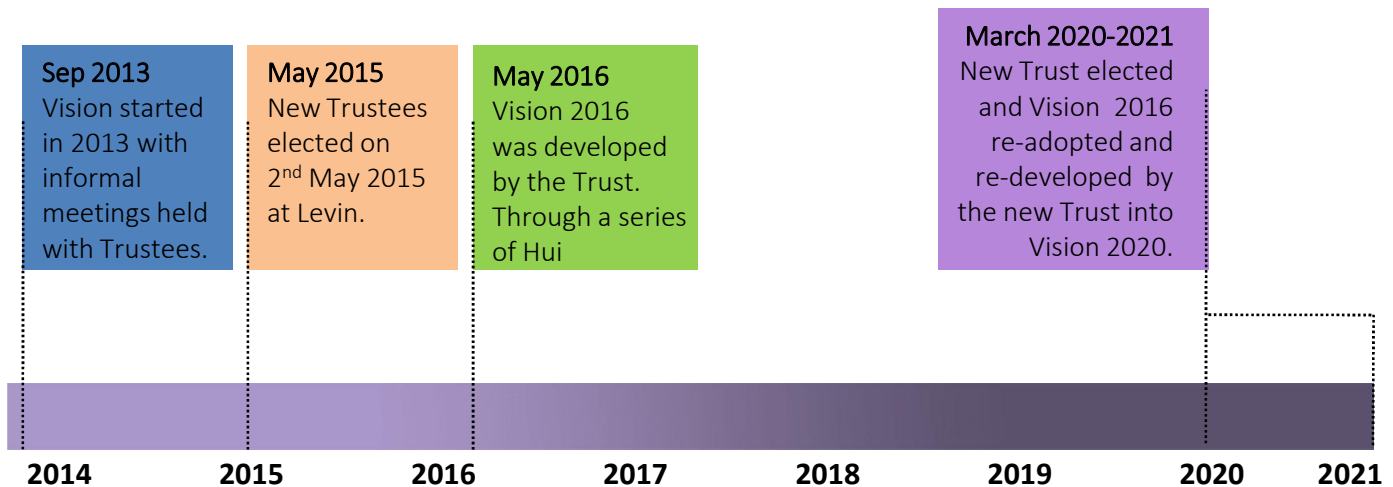
PROVIDING  
WEALTH &  
OPPORTUNITY

Our aim here is to generate enough equity through land rents and other targeted/strategic ventures to produce enough financial equity to generate further benefits and opportunities for the Landowners of the Block. We shall look at:

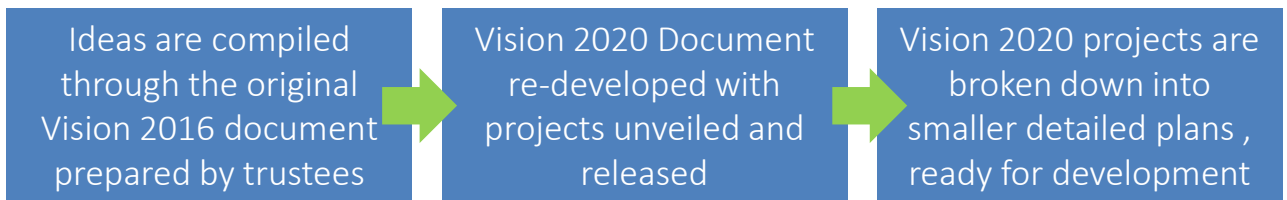
- Landowner Dividends
- Annual Operating Expenses Allocation (OPEX)
- Future capital raising projects and spending projects
- Calculating Risk



## VISION 2020 PLANNING TIME LINE



## VISION 2020 DEVELOPMENT PROCESS





## RESTORING AND BUILDING OUR TRUST

Title/Summary	Recommendations	Timeframe
<b>Trust Deed Review</b>		
The trustees want to address the Trusts Deed, to ensure its content remains relevant and within the existing legislative guidelines. Without removing the lands statutory directions put in place by the Courts, we may look to review and amend the Deed document to bring it into line with contemporary governance arrangements.	The current Trustees have reviewed the deed document in depth and are content to leave the document as it is, at this stage.	<b>Status/ Completed</b> (subject to any future updates and changes to be made by current and future trust bodies).
<b>Support Services</b>		
The current Trust has inherited more than adequate accountancy and legal services, from our previous trust.	That we retain the current sets of arrangements as employed by the previous Trust.	<b>Status/NA</b>
<b>Policy Development</b>		
Abeyance has left the Trust with little in the way of strong policies to ensure trust business and activities are being conducted and managed to an acceptable degree by the trustees.	Although we are not bound to, we desire to develop an INTERNAL policy document for trustees to utilise to appropriately conduct trust meetings and legitimately conduct trust business.	<b>1-3 months</b>  Status/ Commencing October 2021
<b>Engagement</b>		
Historically, the Trust has had a poor reputation of failing to engage with stakeholders over the course of its history. It is the current Trustees desire to improve engagements with all parties.	That the trust develops robust engagement strategies and adds these to our policy document. These include: <ul style="list-style-type: none"> <li>Increased Landowner and Lessee engagements (Hui).</li> </ul>	<b>1-3 months</b> <b>On-going</b>  Status/ Commencing October 2021



## RESTORING AND BUILDING OUR TRUST

Title/Summary	Recommendations	Timeframe
<b>Profile Building</b>		
<p>The trust have sustained a reticent footprint within the Muaupoko ranks over the years. Many of our land trusts are beginning to engage in Iwi and wider community affairs and the new group of trustees are looking to do the same with a view towards improving our public profile dramatically.</p> <p>Getting us off the sidelines!</p>	<p>To create and deliver strategies that will enhance the public profile of the trust.</p> <ul style="list-style-type: none"> <li>• Create a strong communicative presence. ie: media and overall online footprint.</li> <li>• Fund Iwi/Marae projects and assets.</li> <li>• Create a more focal footprint in future Muaupoko affairs.</li> </ul>	<p><b>1-3 months On-going</b></p> <p>Status/ Current and Active</p>
<b>Representation</b>		
<p>Providing formal representation, ensuring we are at the forefront of representing our people and leading matters concerning the landblock at Iwi and wider community forums.</p>	<ul style="list-style-type: none"> <li>• Potential for MOU typed relationships to be forged.</li> <li>• Representation at forums.</li> <li>• Forging relationships with other community stakeholders.</li> </ul>	<p><b>Status/NA</b></p>
<b>Monitoring and Reporting</b>		
<p>How we report and communicate information to our stakeholders (ie: landowners, lessee, Iwi and support services).</p>	<p>Proceed to hold regular Stakeholder Wānangā.</p> <p>Reports are submitted via website/social media, and are made available at AGM, SGM and related meetings.</p> <p>Account activity and Lease details are filed and sent to Accountants and appointed Lawyers.</p>	<p><b>Status/NA</b></p>



**RESTORING AND  
BUILDING OUR  
TRUST**

Title/Summary	Recommendations	Timeframe
<p><b>Future Proofing and Succession Planning</b></p> <p>Again, in a historical sense, the Trust has a poor footprint and reputation when it comes to preparing the trust and landblock for the future. It is the current Trustees desire to map out a relevant and practical course of action for the block and trust to continue on with.</p>	<p>That the trust develops robust succession and future proofing strategies that include:</p> <ul style="list-style-type: none"> <li>• Ensure that we continue to elect/appoint effective future trustees.</li> <li>• Ensuring our policies and strategies are maintained.</li> <li>• Ensure that our aims and objectives and values are always maintained.</li> <li>• That the new trustees continue to manage the trust and assets with honour and righteousness.</li> </ul>	<p><b>1-4 months On-going</b></p> <p>Status/ Commencing October 2021</p>
<p><b>Quality Assurance (Trustees)</b></p> <p>We want to assure our Landowners that their asset and future are being well protected and that they have accessibility to information pertaining to the block and its administration.</p>	<p>Ensure that the landowners have plenty of opportunity to engage with us, and can engage with the lessee and nominated support services (and vice versa), through the trustees.</p>	<p><b>Status/NA</b></p>



## GROWING OUR LAND ASSET

Title/Summary	Recommendations	Timeframe
<b>Lessee Engagement &amp; Policy</b>		
That the trust develops robust engagement strategies relating to dealing with our lessee and adds these to our policy document	Policies would include: <ul style="list-style-type: none"> <li>• Trust points of contact.</li> <li>• Reporting information .</li> <li>• Receiving information.</li> </ul>	<b>1-4 months On-going</b>  Status/ Commencing October 2021
<b>Lease Renewal</b>		
<p>Due to the arrival of the global Covid 19 Coronavirus pandemic in 2020. The trust, have to remain open to the reality that we all exist in a Covid world and more so, to the idea that we have to remain open to the possibility of reviewing our lease arrangements with a realistic view towards easing up on future rent increases to give some stability to our lessee and their business in the face of the virus until some level of normality returns.</p>	<p>Due to the Covid situation, we shall review our decision on lease arrangements in due course to deliver a fair decision to our lessee.</p> <p>That in due course we negotiate a good lease agreement between the lessee and ourselves ensuring that all parties receive a fair deal and issues relating to Covid are resolved.</p> <p>We appoint a reputable land valuer and legal advisor to oversee and complete this process.</p>	<b>1 month</b>  Status/ Undecided at this stage



## GROWING OUR LAND ASSET

Title/Summary	Recommendations	Timeframe
<b>Monitoring and Reporting</b>		
How we report and communicate information to our stakeholders (ie: landowners, lessee, Iwi and support services).	<p>Proceed to hold regular Wānanga with stakeholders.</p> <p>Reports are submitted to support bodies (ie: legal and accountants).</p> <p>Reports are submitted via website/social media,</p> <p>And as part of mandatory reporting, reports are made available at AGM, SGM and related meetings.</p> <p>Accounts and financial activity reports are filed and sent periodically to our Accountants.</p>	<p><b>1-4 months On-going</b></p> <p>Status Commencing October 2021</p>
<b>Environmental Welfare &amp; Responsibility</b>		
We have an obligation as Kaitiaki of the land to ensure we maintain and preserve the lands health and welfare state. It is our responsibility to work with the Lessees and adjoining landblock owners to protect all of our land to a reasonable degree from any acts that may attribute to the sustainability of their direct health through; monitoring/recording, information communicating and effective policy making.	<p>To implement and arm the Lessee with effective environmental hazard reporting mechanisms to be used on site by the Lessee.</p> <p>To advise, report and work with Council and other local administrations on any environmental risk issue(s).</p> <p>Trustees to undertake periodic (or annual) site visits to inspect landblock.</p>	<p><b>1-3 months On-going</b></p> <p>Status/ Commencing October 2021</p>



PROVIDING  
WEALTH &  
OPPORTUNITY

Title/Summary	Recommendations	Timeframe
<p><b>Landowner Dividends</b></p> <p>The trust has been guilty in the past of not releasing funds or benefits to its landowners. For us today, it is about finding a balance between giving benefit, whilst ensuring the organisation remains buoyant.</p>	<p>Whilst the trustees are not bound by any law, we <b>may</b> be open to <b>limited and controlled, direct discussions</b> with landowners upon how funds can be distributed directly to them, how much, for what and when this may take place and where discussions could include:</p> <ul style="list-style-type: none"> <li>• Payment of direct share dividends.</li> <li>• Scholarships.</li> <li>• Similar initiatives.</li> </ul>	<p><b>1-2 month On-going</b></p> <p>Status/ Commencing October 2021</p>
<p><b>Annual Operating Expenditure (OPEX)</b></p> <p>Each year a portion of funds could be set aside by the Trust to ensure that we can maintain operational functionality.</p> <p>We may look at:</p> <ul style="list-style-type: none"> <li>• Administration.</li> <li>• Meeting Costs.</li> <li>• Annual Honorariums.</li> <li>• Land Maintenance.</li> <li>• Future Spending Initiatives.</li> <li>• Related costing.</li> </ul>	<p>That annual OPEX accounts are presented at each AGM.</p> <p>The Trust has approved a cap to be introduced onto Annual OPEX. This means OPEX exceeding 10K has to be approved by the trustees in a meeting with landowners.</p>	<p><b>Status/Completed</b></p>



PROVIDING  
WEALTH &  
OPPORTUNITY

Title/Summary	Recommendations	Timeframe
<b>Future Capital Raising Projects</b>		
Because of a limited amount of funds available. The Trust will need to establish ways of raising further capital to keep the Trust financially buoyant as well as Landowners wants and needs sustained.	<p>Proposed Project: Reinvest a large portion of the funds back into a term investment typed scheme such as UDC Finance which has been successful for us in the past.</p> <p>Proposed Project: Invest a portion of funds into a viable business venture to raise further capital to fund future spending initiatives and future dividend payments.</p> <p>Cap: Capital Raising Projects exceeding 50K has to be approved by the trustees in a meeting with landowners.</p>	<p><b>1-3 month On-Going</b></p> <p>Status/ Commencing October 2021</p>
<b>Spending Projects</b>		
These are spending project initiatives proposed by the trustees. Some are already completed projects, whilst other projects are still subject for further discussion	<p>Completed Project: Strategic investment in Iwi and Marae projects.</p> <p>Proposed Project: To set aside a small portion of the landblock as a Papakainga for a future/potential housing development project.</p> <p>Cap: Spending Projects</p>	<p><b>1-3 month On-Going</b></p> <p>Status/ Commencing October 2021</p>



PROVIDING  
WEALTH &  
OPPORTUNITY

Title/Summary	Recommendations	Timeframe
<p><b>Risk Evaluating</b></p> <p>For the trustees, it is our legal obligation to be aware of the legal, health and social, environmental, economic and financial implications that can and will affect our landblock, those whom lease the landblock, the trust itself and its owners from the decisions we make, especially those related to spending and releasing trust funds.</p>	<p>That when we seek to spend funds on projects that we have approved after a thorough and diligent investigations were undertaken to ensure the venture does not place us at any risk.</p> <p>That any project we consider, takes into account the Lessee and their wants and needs.</p> <p>That we observe due diligence by seeking or employing professional legal and financial advice and expertise when making a major spending decision.</p> <p>That at appropriate times we may engage with landowners to provide advice and any expertise when making a major spending decision.</p> <p>That we continue to consult our Deed document to ensure we are operating within our legal boundaries.</p> <p>That we seek advice from the Maori Land Court when required.</p>	<p><b>NA</b> <b>On-Going</b></p> <p>Status/ Commencing October 2021</p>

