

The image features a background of vibrant green grass blades. In the center, there is a circular graphic element consisting of a semi-transparent grey outer ring and a white dotted inner ring. The text "Primary Sector Council" is centered within this graphic.

**Primary Sector  
Council**

OUR LAND  
AND WATER

Tōi te Whenua  
Te Waiwhiri

# Wai Ora, Whenua Ora, Tangata Ora

Healthy Water, Healthy Land, Healthy People

## STRATEGY SUMMARY

Our Land and Water National Science Challenge 2019–2024

Read the full strategy: [ourlandandwater.nz/strategy](https://ourlandandwater.nz/strategy)

# Purpose of the Primary Sector Council

- The Primary Sector Council (PSC) was established in April 2018 by the Hon Damien O'Connor, Minister of Agriculture.
- The PSC is tasked with developing a sector-wide vision for the New Zealand Food and Fibre sector.
- The PSC is funded by the Ministry for Primary Industries (MPI).
- The PSC's Terms of Reference provide for quarterly meetings by default but it is currently meeting more frequently to develop the vision.
- The PSC will be engaging with industry on the vision and its implications.

# Primary Sector Council membership

Who	Background	Who	Background
Lain Jager (Chair)	Lain is ex-Chief Executive of Zespri and an investor in Kiwifruit and Sheep Milking.	Julian Raine	Julian is the founder of Aunt Jean's Dairy. He was previously the President and Chairman of Directors on the Horticulture NZ Board.
Nadine Tunley	Nadine is the Chief Executive of Oha Honey LP 100% owned Ngai Tahu subsidiary. Until recently, she was the Chair of NZ Apples & Pears Inc.	Julia Jones	Julia is head of analytics at NZX. Previously she was farm enterprise specialist at KPMG, with a background in banking for the agriculture sector and financial markets.
Steve Smith	Steve is ex-Chancellor of Lincoln University. He is also the founder and owner of Smith & Co and has extensive experience in the wine industry.	John Rodwell	John is the Executive Director of Lindis Crossing Station, Kintore Farm Ltd, a Director of Landcare Research NZ Ltd and has a background in finance.
John Brackenridge	John is Chief Executive of The New Zealand Merino Company Ltd and is the founder of the Te Hono Bootcamp Initiative. He is currently on the board of Landcorp Farming Ltd and Alpine Origin Merino.	Stephanie Howard	Stephanie was a Projects Director at the Sustainability Council NZ. Her research covered new genetic modification techniques and the governance of nanotechnologies.
Steve Saunders	Steve is the owner, founder and Managing Director of Plus Group companies and is the co-founder of Newnham Park Horticulture Innovation Centre.	Mark Paine	Mark has recently retired as the Strategy and Investment Leader for People and Business at DairyNZ. Prior to this, he was the Dairy Australia Principal Research Fellow at the University of Melbourne.
Miriana Stephens	Miriana is a Director of Wakatu Incorporation. She also runs Aotahi (which develops and manages educational programmes) and is a trustee on Te Āwhina marae.	Neil Richardson	Neil has held many positions involving the primary sector including Group Managing Director of Gallagher Group, Chair of AgResearch, Chair of the Foundation Research, Science and Technology, and Chair of Seales Winslow. Neil has also been a judge of numerous technology award programs and is an active investor in agritech enterprises.
Puawai Wereta	Puawai is General Manager, Sustainability and Innovation, at Tuaropaki Trust, where she is involved in a range of primary sector projects. The trust administers Tuaropaki land north of Taupo.	Tony Egan	Tony is Managing Director of Greenlea Premier Meats Ltd and Chairman of the Agricultural and Marketing Research and Development Trust.
Nigel Woodhead	Nigel is the 2017 FMG Young Farmer of the Year. He is a sheep and beef farmer in Otago.		

# Why develop a sector-wide vision?

It's about alignment and the whole team pulling together towards shared goals.

**'Triple helix' model:**



**Business**

**Government**

**Science and education system**

# Global and Local Context



# Prosperity and Sustainability go 'hand-in-hand':



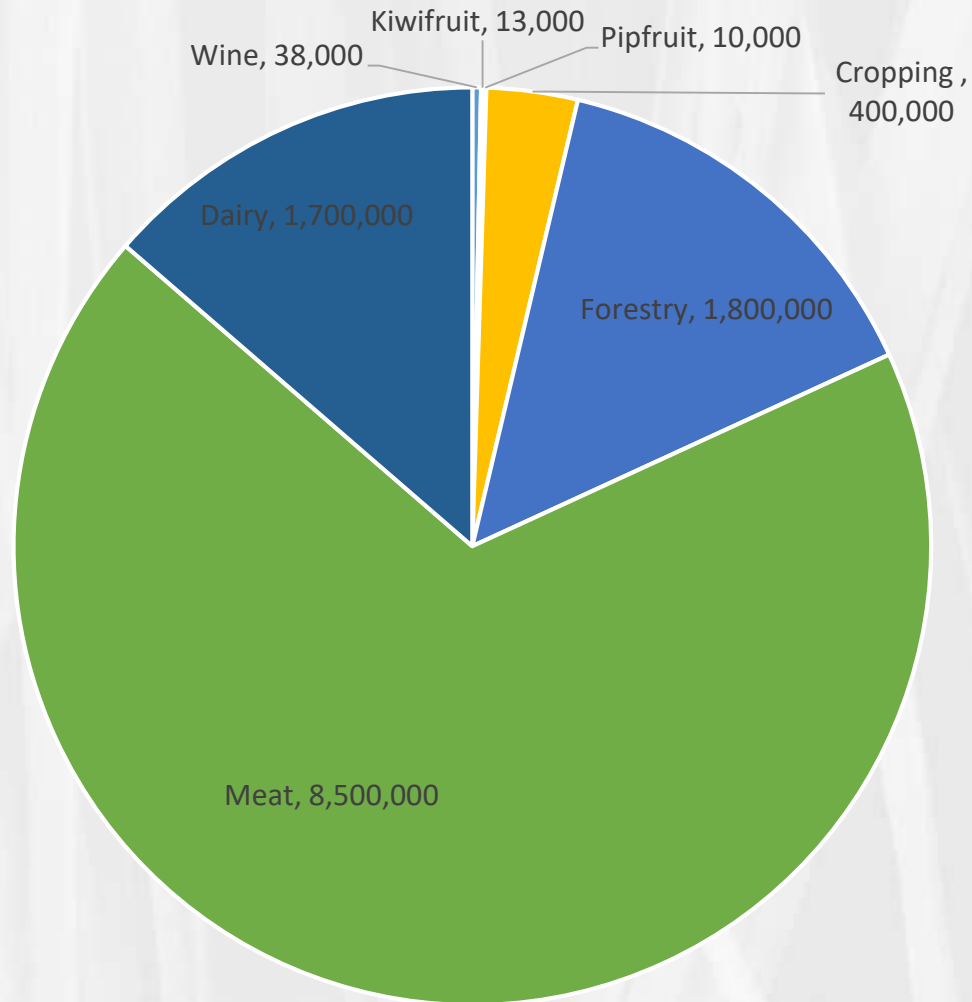
**We envision a symbiotic future, not a trade-off between prosperity and sustainability.**



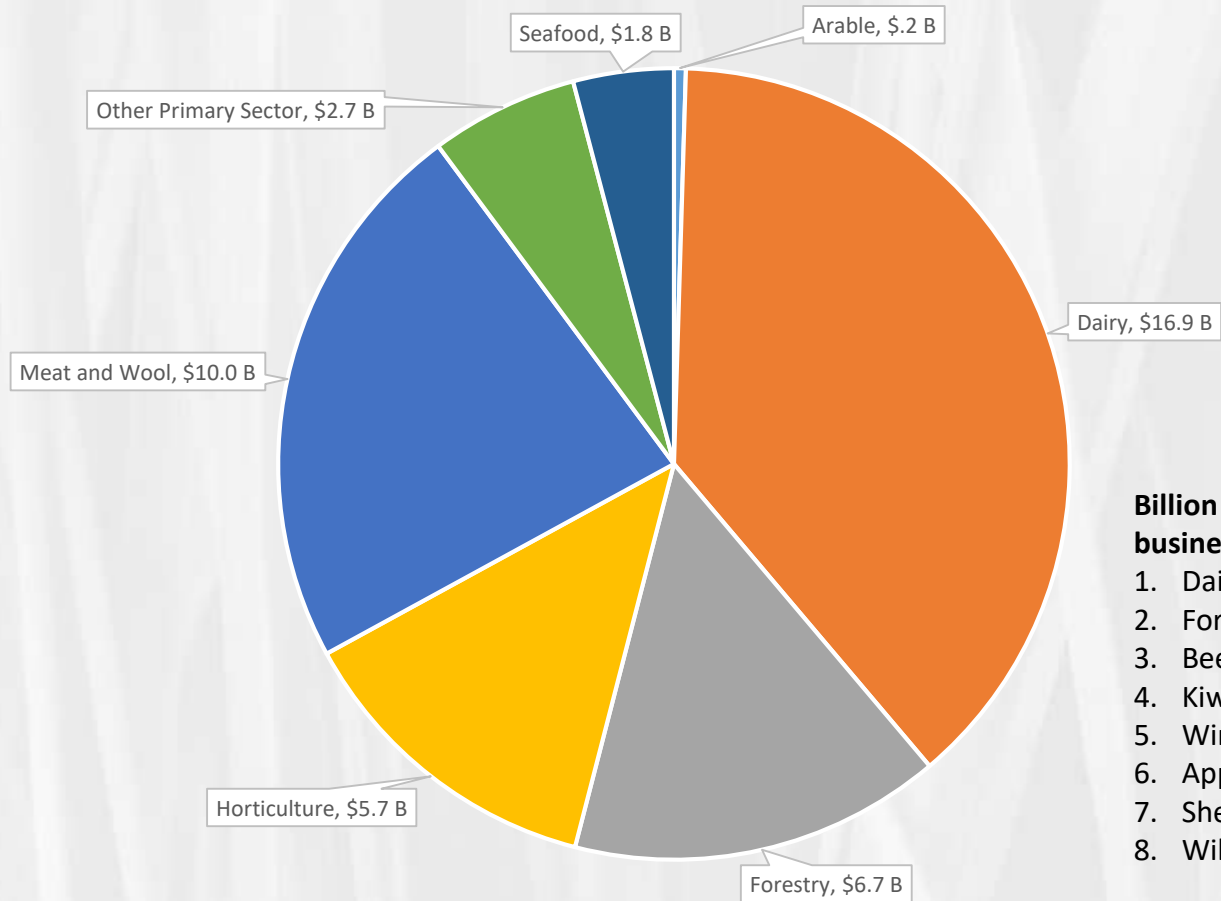
# The continued growth of the sector is important to New Zealand

- The Food and Fibre Sector:
  - Makes up 75% of NZ's merchandise exports
  - 19% of GDP
  - 1 in 10 jobs
  - 14,000,000 productive hectares
- GDP growth is projected by Treasury to average around 2% per year out to 2060 and this can be taken as a reasonable growth target for the Food and Fibre sector if it is to maintain its place in the economy.
- Where and how we grow is important

# Current Land Use - Hectares

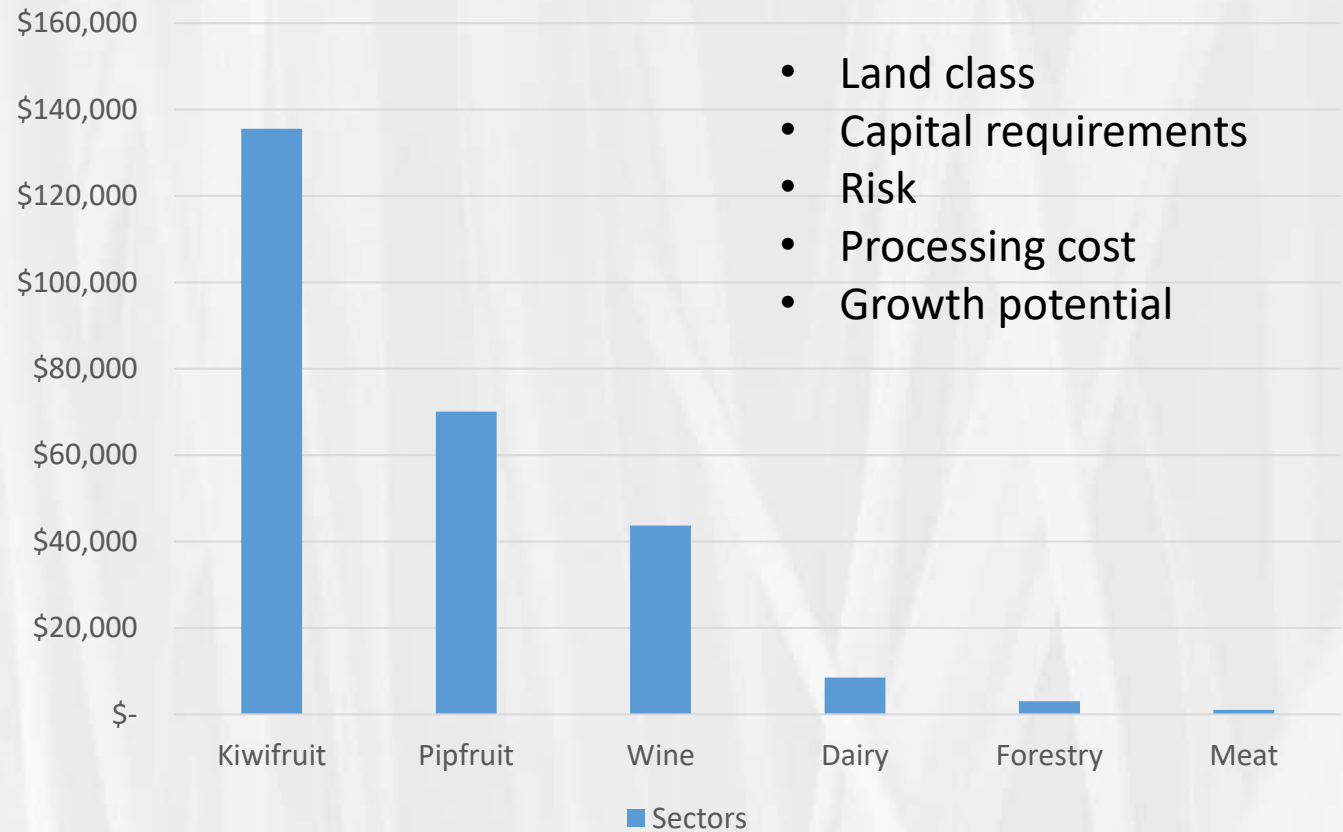


# 2018 Export Returns



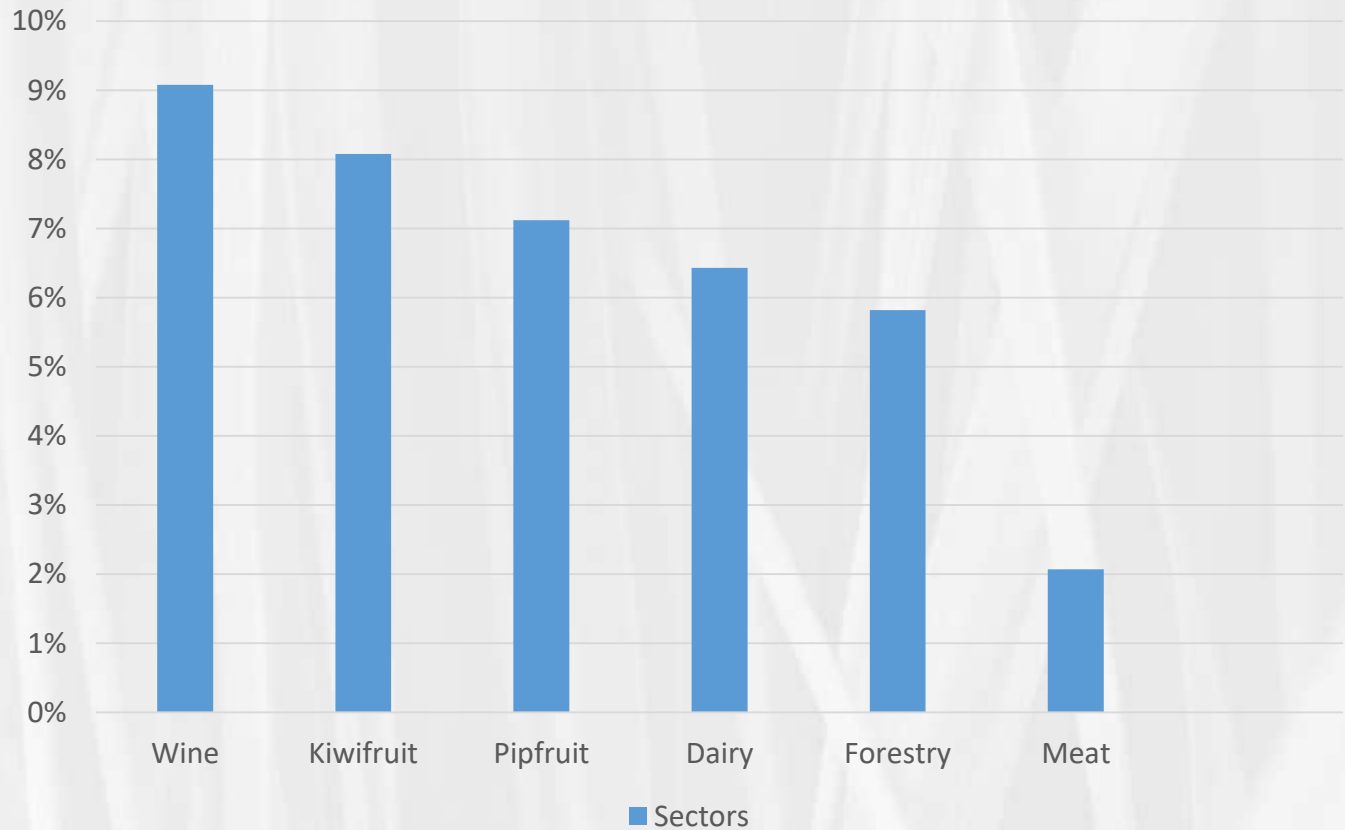
- Billion dollar businesses:**
1. Dairy
  2. Forestry
  3. Beef Meat
  4. Kiwifruit
  5. Wine
  6. Apples
  7. Sheep Meat
  8. Wild fish

# Export returns per hectare



# Relative sector growth is related to land use change

Export Revenue - 10 Year CAGR



# **Strategic judgement:** There will be unrelenting pressure in the environmental sustainability space:

## **The global context:**

- Paris Agreement aims to keep global average temperature increase below 2 degrees.
- Most analysis of stabilising global temperature increases at 2 degrees or below includes reducing losses and waste in the supply chain, changing diets from animal to plant based food with equivalent protein content and a reduction in over consumption.
- The focus on environmental sustainability is the issue of our time.

## **The national context:**

- It's not just emissions, it's also air, freshwater, land/soil, biodiversity, the wellbeing of our animals and marine health.
- 10 million hectares is in ruminant protein (over 70% of Food and Fibre land in New Zealand).
- Just under 50% of total New Zealand emissions come from the Food and Fibre sector.
- OECD 2017, NZ has second highest level of emissions per GDP, 5<sup>th</sup> highest emissions per capita.

- Be excellent at environmental sustainability
- Farming system resilience
- Optimal land use

# But this is not the Sectors fault

- 0.3% of Global Emissions
- The structure of the NZ Economy
  - 75% of Merchandise Exports
  - Low population density
  - Renewable energy profile
- Farmers are on the same learning curve as everybody else
- Specifically what change is required? (farming systems, technology, land use), and how do we fund it?
- We need high quality policy and clarity

The Food and Fibre Sector will do it's part along with everyone else in New Zealand but we should not be asked to carry more than our share of the burden and we should not be blamed

# Strategic Implications

- Growing our current \$1B+ dollar businesses is important
- Optimising land use is important to enable choices for farmers and support economic and environmental objectives
- Developing new Billion dollar businesses is important
- Nurturing our Green Shoots is important
- A strong focus on environmental sustainability is strategically appropriate
- Developing environmentally sustainable farming systems is critical
- Farming systems resilience is critical
- Optimising enabling capability and infrastructure is important: Science, Commercialisation, Education, Agri-tech, water storage

**Doing all of these things together in the context of limited time, resources and capability will be challenging and will require clear strategy and high quality policy**



# Our Vision

# A vision's role:

The PSC believes any vision it promotes for the sector must:

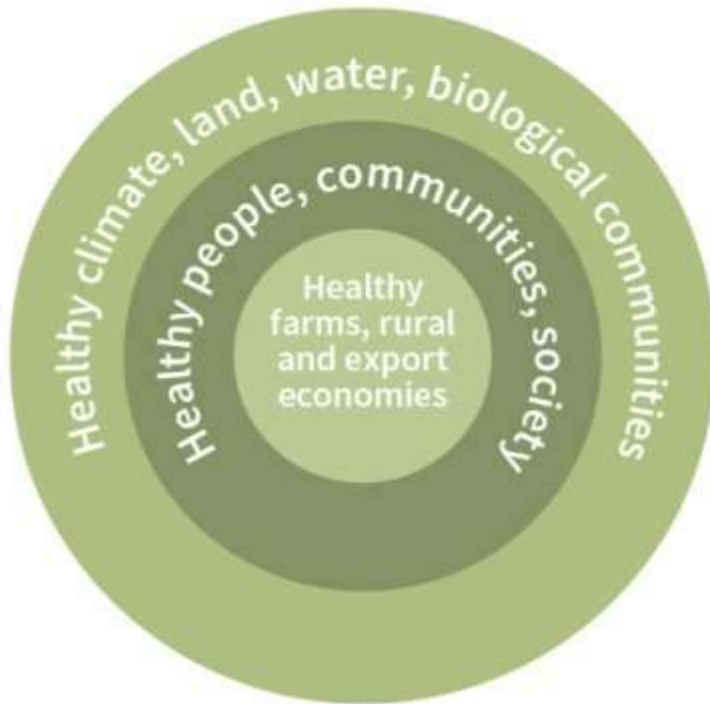
- Be future-focused
- Be aspirational and ambitious
- Support an environmentally, socially and economically rich future for our mokopuna.
- Be able to be supported AND actively pursued by all stakeholders.

The background of the image is a composite of two scenes. The upper portion shows a clear night sky with the Milky Way galaxy stretching diagonally from the top center towards the bottom right. The lower portion shows a dark mountain range in silhouette, with a valley containing a lake and a small town with lights visible in the distance.

**taiao**

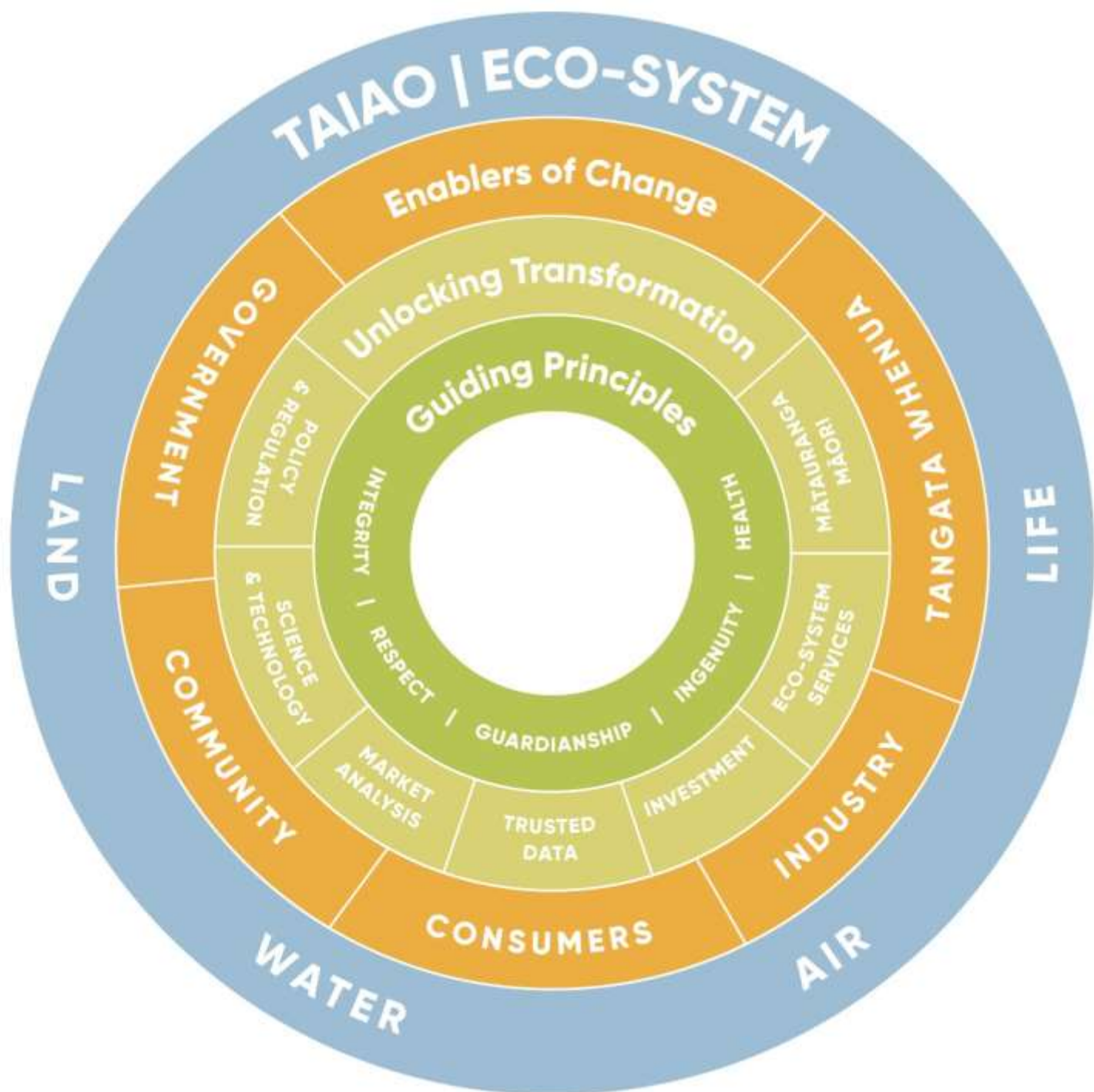
A journey of  
transformation  
for food and fibre

# Taiao: Principles




- **The first right** is the right of the environment to thrive without overuse
- Any use that is granted, is **a gift or a privilege**, not a right

taiao



# This is us:

We are the farmers, growers, makers, and crafters of Aotearoa New Zealand. We aspire to an enriched future by providing the world's most discerning customers with outstanding, trusted, ethically-produced and health-giving foods, beverages, nutraceuticals and natural fibres.



# What does success look like?

- A national commitment to environmental sustainability underpinned and championed by the F&F sector;
- A vibrant, high value, sustainable and resilient Food & Fibre sector growing at +2% annually;
- Sustainable farming systems;
- Optimal land use;
- Aligned capability in the education, science, commercialisation sectors;
- Aligned policy, regulation and investment;

# What Next?:

The leadership of the sector coalesce around a shared vision and work in partnership to do the things required to deliver that Vision.