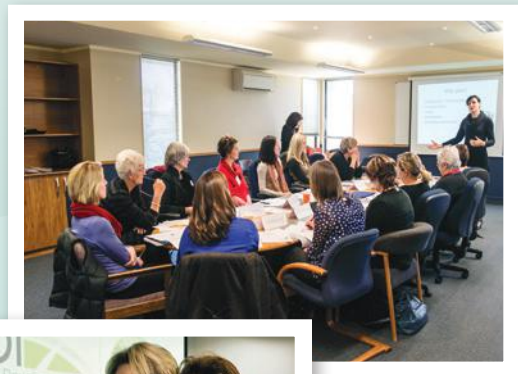




# Annual Report 2015



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## Our vision & purpose

### Our purpose

To provide a trusted and enabling environment for all agri-women to realise their potential and grow the agriculture sector.

### Our vision

New Zealand agriculture is made stronger and more secure by women who know their purpose and reach their potential.

### Our values

#### Standing shoulder-to-shoulder

- ❖ As a critical partner to the agriculture industry, AWDT enables people to create opportunities and address challenges.
- ❖ Our unique culture supports women's needs, potential and aspirations in a trusted environment in an ongoing and structured way.

#### Keeping it real

- ❖ Fit-for-purpose programmes meet the development needs of women throughout their lives and careers, from grass roots farming to the highest levels of governance.
- ❖ When women are heard, gain confidence and are supported, new dialogue is created.
- ❖ This opens doors for industry to directly engage with farmers that it hasn't had before.

#### Creating positive change

- ❖ Women's lives change when they find their purpose and fulfil their potential.
- ❖ When this happens and they are supported, they change outcomes in agriculture.

## Chair's Report



My 2014 Annual Report concluded with the words, "May we see AWDT's contribution to and influence in the agri sector continue to grow." I am pleased to report this has been achieved in 2015 and continues to be top of mind for the Board as we see the increased impact our programme graduates are having within their

chosen fields. Given the confidence, skills, and support, these women are changing outcomes in agriculture.

The milestone of AWDT's first five years in September was an opportunity to reflect on achievements and celebrate the success of our agri women. We enjoyed an evening of inspirational stories from AWDT graduates about the impact of the Trust's work on their lives. It was an opportunity to thank our strategic and programme partners and to showcase our success to attending Ministers and industry guests.

The 2015 year saw the delivery of AWDT programmes to 310 participants throughout New Zealand. This was below our projected target of 500 due to a conscious decision to focus on making a positive impact in the sector by delivering a depth of quality programmes and setting the right organisational structure. We moved away from holding larger-numbered one-day events for industry organisations to developing more tailored programmes that met industry needs.

Targeting our programmes in this way saw us expand the highly-successful and sought after Understanding Your Farming Business programme thanks to funding from the Red Meat Profit Partnership (RMPP). This investment is starting to create real transformation.

We grew the organisational capacity of our management team, trained more facilitators and developed and delivered two new programmes. These initiatives were designed to help us achieve manageable growth in a sustainable manner.

The 2015 Financial Statements show a Net Profit of \$70,000 despite my cautionary comments in the 2014 report. This surplus was the result of a delay in implementing the proposed new organisational structure which will be in place in 2016. This includes

a significant new leadership role with the employment of a business manager.

During the year two of our founding Trustees, Garrick Murfitt and Jack Tarrant, retired from their roles on the Board. Their contribution over five years has seen a fledging organisation take roots and fly. I thank Garrick and Jack again for their tremendous support and know they will keep a watchful eye on AWDT progress in the future.

A national recruitment process for two new Trustees received a wonderful response and we were thrilled to welcome Fi Dalgety and Murray Donald to the Board in November. They bring immensely valuable skills to the table and have already made strong contributions. We plan to further strengthen our Board by appointing an additional Trustee in 2016.

The ongoing support of our family of strategic and programme partners continues to be a significant and vital part of AWDT success. We acknowledge ANZ, Beef + Lamb New Zealand, DairyNZ, Agmardt, and FMG as our strategic partners who provide invaluable support that enables women throughout our sector to participate. Our thanks are also extended to programme partners Cashmanager RURAL, LIC, the Red Meat Profit Partnership and WorkSafe New Zealand/ACC. Continued sponsorship support from NZX Agri is appreciated and this year we welcomed KPMG as a sponsor.

Sincere thanks go to the AWDT management team, led by Lindy Nelson, for their passion, hard work and support. As Executive Director, Lindy provides leadership that continues to inspire both her team and our programme participants.

I thank my fellow Trustees, Fi Dalgety, Murray Donald, Hinerangi Edwards and Ross Verry for their support of the Trust and of me as Chair. One of AWDT's core values is to provide supported growth for agri women. I can attest that this is exactly how I see the Board's support of my role as Chair.

I conclude with my wish for the 2016 year; that we see AWDT continue to live its values of standing shoulder-to-shoulder with women and industry, keeping it real, and creating positive change in a financially and socially sustainable manner.



**Charmaine O'Shea**

While the 2015 year presented many challenges for agriculture, it also brought opportunities for AWDT to help the sector address those challenges.

At the same time we celebrated our first five years and received validation through independent research. We were rewarded with a strong financial position and evidence that we are creating sector transformation.

In 2015 AWDT came of age as a dynamic and growing organisation that is meeting the needs of our partners, industry and programme participants. Our work in giving women confidence and skills to lead within their farming business, communities and sector was vital in contributing to sector stability.

## Meeting sector challenges

On-going drought in some regions, a low dairy pay-out and a sense that change was happening at a speed most people were unprepared for created a challenging operating environment. Fear, anxiety and tight budget control – on-farm, within industry and on a personal level – were the dominant sentiments.

AWDT's response was to live our core values - standing shoulder-to-shoulder, keeping it real and creating positive change. In doing so we found innovative ways to provide women with the tools they needed to build their confidence and strengthen their farming businesses.

The Understanding Your Farming Business (UYFB) programme, funded by the Red Meat Profit Partnership (RMPP) was scaled up, giving women the business skills, knowledge and confidence to successfully engage as critical farming partners.

Partnering with WorkSafe New Zealand and ACC, AWDT developed and piloted a new one-day workshop, Protecting Your Team. It aims to remove the fear of the new health and safety legislation by giving women the tools to implement a positive on-farm health and safety culture.

We responded to drought and the low dairy pay-out by targeting regional support for our most vulnerable farming women by providing the First Steps programme on a no-cost basis with the support of partners LIC and Cashmanager RURAL.

## Independent validation

In 2015 three separate pieces of research independently validated AWDT's purpose and programmes.

A new study undertaken for the RMPP by UMR Research identified the barriers to and motivators for on-farm practice change in sheep and beef farmers. It also

identified the best channels to initiate change and the characteristics of high-performing farmers.

The research, involving more than 1,000 farmers, defined farmer types according to their openness and resistance to change. In all but one of the five types, women were key to supporting on-farm change (72%), emphasising and validating our work.

AgResearch's evaluation of the Pathways programme, designed and delivered by AWDT for the Dairy Women's Network (DWN), cited success in building participant confidence and capability to take the next step in leadership. It noted that Pathways women had grown personally and as leaders, and there was clear evidence that they had used what they had learned in their farming businesses and communities.

Research by NorthTec degree student and First Steps graduate Eloise Neeley concluded that the Escalator programme was helping agri-women to step up. The programme's reach extended well beyond its original intention and it was making a difference in many lives and the agri sector.

## Reward

In five years AWDT has moved from a zero funding base to working with five committed strategic partners and five programme partners. Funding streams and programmes have been diversified by tailoring services to meet specific industry needs, e.g. DWN, Beef + Lamb New Zealand Farmer Council, RMPP and WorkSafe New Zealand.

The greatest reward is the growth and transformation in the sector as graduates increase their contributions to their farming businesses, communities and industries. Women who understand their purpose and who take on new challenges create a ripple effect that extends to families, farming businesses, communities and the wider industry.

## Financial results

Prudent financial management and planning for the future resulted in a surplus of \$70,000 for the year, similar to that achieved for 2014. We have purposefully aimed to build this reserve to allow the employment of a business manager in 2016 to ensure processes, systems and human resources are able to meet growth and deliver future success.

The focus was on developing a quality experience for participants, embedding learning and creating good practice. Resources were used to develop programmes and we developed and trained a team of facilitators to enable consistently excellent programme delivery.

## Growth

In order to achieve our strategic objectives of having the right skills within the right organisational structure to meet future needs, we focused on growing our management and facilitation teams. Central to this was our ethos of developing talented women from farming backgrounds throughout New Zealand.

As part of growing our capability we developed lead facilitators for each programme. Escalator Alumni Loshni Manikam and Margo Robertson were appointed Programme Directors of Escalator and Understanding Your Farming Business/Protecting Your Team respectively.

Programme facilitators are now a combination of technical experts and AWDT graduates who are able to deliver into multiple regional programmes. The year saw the establishment of an AWDT office based in Wairarapa.

## Thanks

In conclusion, I extend my sincere thanks to the many people who have contributed to our growth and the rewards achieved for agriculture during 2015 - the

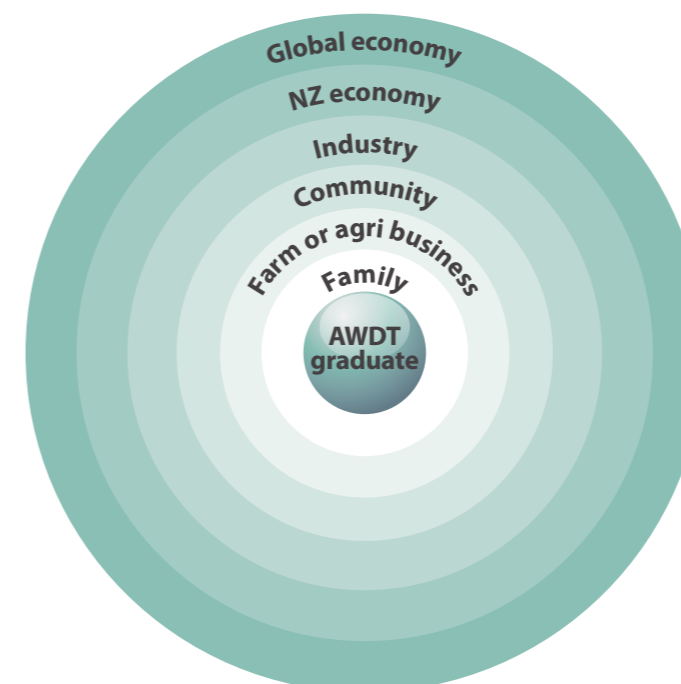


AWDT team, our Trustees, contractors, professional advisors, funding partners and programme participants.

I look forward to the year ahead as we continue to build on the success of our first five years.

Lindy Nelson

## The AWDT graduate ripple effect



## Meeting industry needs



AWDT is governed by a Board of six appointed Trustees. During 2015 two founding Trustees, Jack Tarrant and Garrick Murfitt, resigned from their positions.

Following an appointment process that attracted a strong field of candidates from throughout New Zealand, Fi Dalgety and Murray Donald were welcomed to the AWDT Board in November 2015.



Charmaine O'Shea (Chair)



Ross Verry



Hinerangi Edwards



Lindy Nelson



Garrick Murfitt  
(2011-2015)



Jack Tarrant (2011-2015)



Fi Dalgety  
(appointed 2015)



Murray Donald  
(appointed 2015)



Mavis Mullins – Patron

## Testing times

AWDT's ethos of providing highly-subsided, exceptional development in partnership with industry was tested during the year.

Many farmers operated in what could be described as 'survival mode', meaning spending on personal development was not a priority.

However, this was exactly the time that women needed and wanted our programmes. In response, AWDT committed to finding ways of ensuring the most vulnerable women could access its programmes.

Programme fees for many participants were waived on a case-by-case basis. Women in North Canterbury and Nelson, two regions identified as highly-affected by drought and the low dairy pay-out, attended First Steps free of charge.

Feedback received showed that this strategy was highly-appreciated by participants, supporting them to refocus, and connect with their strengths and skills in order to cope and view their situations differently.

## Leading a new health and safety culture

During 2015 AWDT identified an opportunity to enable farming women to change attitudes to on-farm health and safety.

Funded by WorkSafe New Zealand and ACC, AWDT designed and successfully piloted a new one-day workshop, Protecting Your Team. The aim was to approach safety on farms in a different way to increase the impact of formal health and safety processes.

The workshop gets to the heart of how to make changes so that farmers make it home each day to their families, reducing the emotional and financial costs of loss of life and serious injury.

Protecting Your Team will be delivered to 160 women in 10 regions in 2016 in partnership with funders WorkSafe New Zealand and ACC.

*"The programme didn't come from the aspect of all the legislation required but a background of values that might drive the safety culture of the farming operation."* - Pilot participant

## Protecting Your Team – Pilot results

### Pre-workshop

**64%** had either not started a health and safety plan or had one underway

**29%** were 'getting there'

**1** respondent followed good health & safety practice

### Post-workshop

**36%** identified the need for big changes

**100%** were either 'getting there' or met workshop objectives of:

- ❖ confidence to change culture
- ❖ knowing where to get information
- ❖ desire to become change agents in their farming businesses

**86%** were 'getting there' or 'totally there' with the tools to create and implement a positive health and safety culture.

### Programme partners



## First Steps – filling the leadership pipeline



First Steps could be described as the 'silent star' of AWDT's suite of programmes because participant journeys are not usually headline-grabbing. First Steps women appear throughout the sector with a new sense of purpose and confidence, often enrolling in other AWDT programmes and then engaging in leadership.

While it can take a couple of years for tangible results to emerge, the leadership pipeline is being filled and it often starts with this foundational programme.

First Steps women leave the programme with renewed purpose and confidence, knowing where they can add value and with a plan to get there. This may be within their farming business and/or community, or in new directions.

The ripple effect of First Steps can be seen in many women's journeys of transformation, where they lead and how this creates new journeys for other women.

### Eloise Neely - from Dairy Farmer to Researcher

A believer in lifelong learning and development, Eloise Neeley had done many courses but none challenged her more than First Steps which she describes as 'life-changing'.

First Steps set Eloise on a new pathway which continues to evolve. After completing the programme, she embarked on a degree in applied management at NorthTec.

In November 2015 as part of her degree, Eloise presented the results of her year-long research project 'Is Escalator helping agri women step up?' which she worked on in partnership with AWDT.

Not only did she find that the answer was an overwhelming 'yes', she was so inspired by the stories of transformation and the links to First Steps in the women's journeys, that she is now working towards her Masters in Management, majoring in Agribusiness. Her new research will now focus on the impact of First Steps on agri-women.

"First Steps gave me the confidence to create a vision for the future – it didn't just rev me up, it gave me the tools to translate skills gained in farming and community work into an action plan," says Eloise. "I'll carry that experience throughout my life."



AWDT Chair Charmaine O'Shea with Eloise Neeley following the presentation of Eloise's research results.

## Extending our reach



Numerous regional groups have been established throughout New Zealand by women who have completed AWDT programmes. While each group is different, all provide ongoing support and development for farming women, greatly extending the reach and support that AWDT is able to provide.

Following the theory that people gain leadership capability by developing mastery and purpose, AWDT mentors, and provides strategy sessions and on-going leadership development for the groups.

An 'arms around' rather than a 'hands in the gear box' approach to groups that have grown from AWDT programmes supports their growth while not dictating their direction or focus.

The groups know what works best for their regions and evolve themselves. This is backed up AWDT's original research that found women's organisations with a strong hierarchy and national strategy were often not as effective as regional groups with autonomy.



Farming Women Tairāwhiti's inaugural event

### Sandra Matthews & Marie Burke - First Steps to regional inspiration

In 2014, two Gisborne farmers, passionate about women in farming, had a light bulb moment during an AWDT First Steps course – to bring rural women in their region together.

Sandra Matthews and Marie Burke began by supporting AWDT to bring Understanding Your Farming Business to Gisborne. Seeing the impact both programmes had on the women, Sandra and Marie formed a plan to keep growing and supporting women in the area from East Cape to Wairoa.

Together with graduates from both programmes, Sandra and Marie formed Farming Women Tairāwhiti (FWT) to create new opportunities for women to connect, share experiences and grow.

Membership quickly grew to more than 260, attracting women from all sectors of the farming community including sheep and beef, dairy and Māori agri-business. They meet about eight times a year for on-farm, industry and professional development and connect year-round on Facebook and email.

AWDT supports FWT by providing ongoing development and links directly into industry and regional activities – a new channel for creating positive change.



Marie Burke & Sandra Matthews

# Developing our people



AWDT's evolution and growth into an organisation with an enduring culture and values is being enabled by the contributions of AWDT graduates.

Not only do they bring their own expertise and experience, these women have become our culture keepers by ensuring that AWDT values are at the forefront of every programme delivery. They have first-hand knowledge of the power of the programmes to stand shoulder-to-shoulder with like-minded women.

Escalator graduate Margo Robertson, is now Programme Director for UYFB and Protecting Your Team.



Loshni Manikam started her journey with First Steps and Escalator. She is now Primary Facilitator of the Pathways leadership programme for dairy women and the Escalator Programme Director.



Heather Atkinson, an Escalator graduate, is one of AWDT's First Steps Facilitators.



Sara Heard, First Steps Facilitator and Coach, was one of AWDT's first graduates.



Escalator graduate Pattie O'Boyle facilitates in the UYFB programme.



Having completed three of AWDT's cornerstone programmes, First Steps, UYFB and Escalator, Fi Dalgety was appointed to the Trust Board this year.



2012 Escalator graduate Charmaine O'Shea chairs the AWDT Board, having served previously as a Trustee.



Inaugural Escalator graduate Hinerangi Edwards serves as a Trustee on the AWDT Board.



# Our partners



## Strategic partners



THE AGRICULTURAL AND MARKETING RESEARCH AND DEVELOPMENT TRUST

## Programme partners



## Proud sponsors





[www.awdt.org.nz](http://www.awdt.org.nz)