

2021/2022

## Business Plan

The Horticulture New Zealand (HortNZ) business plan sets out the key activities to be undertaken by business units within the organisation. It also refers to joint activities that HortNZ is involved in with affiliated product groups and district associations and other primary industry organisations, where applicable.

The HortNZ business plan aligns with the **2020-2025 Horticulture New Zealand Strategy** and its priorities:



VALUED  
PARTNERSHIPS



ENABLING  
HORTICULTURE



ADVOCACY



PEOPLE



FIT FOR  
THE FUTURE

The priorities guide HortNZ in the work we do as an organisation across our business units. This work is outlined in fourteen key focus areas below.

- 1 Environment
- 2 Biosecurity
- 3 Food safety
- 4 People capability
- 5 Labour
- 6 Communications
- 7 Sustainability and extension
- 8 Policy development and advocacy
- 9 Health and safety
- 10 Events
- 11 Partnerships
- 12 Other projects
- 13 Internal management

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## Environment



**Focus - to achieve the best operating conditions for all growers, through evidence-based policy and regulation advocacy, and to assist growers to adapt to the changing environment.**

### Activities:

- 1.1** Develop submissions and evidence for regional and district plan changes
- 1.2** Influence and participate in national level freshwater management work
- 1.3** Participate in the He Waka Eka Noa programme
- 1.4** Provide input into the Resource Management Act Reform
- 1.5** Seek a National Environmental Standard for Commercial Vegetable Production
- 1.6** Communicate policy and planning outcomes to growers and product groups
- 1.7** Raise awareness of Good Agricultural Practices (GAP) programmes with regulators as pathways for Farm Environment Plan (FEP) compliance
- 1.8** Provide input into the Taiao Ora, Tangata Ora initiative

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## Biosecurity



**Focus - to achieve better biosecurity outcomes for the benefit of all horticulture growers.**

### Activities:

- 2.1** Prepare submissions on pan-industry biosecurity regulations
- 2.2** Participate in the Biosecurity Act 1993 Review working groups
- 2.3** Represent product groups in the Government Industry Agreement for biosecurity (GIA) on request
- 2.4** Influence and provide input into pan-industry biosecurity research projects
- 2.5** Promote on-farm biosecurity best practice
- 2.6** Provide technical advice and biosecurity services on request
- 2.7** Support and promote the Biosecurity Business Pledge programme
- 2.8** Monitor performance of the biosecurity system and engage with MPI on areas for improvement
- 2.9** Participate in the GIA Deed review process
- 2.10** Facilitate and participate in biosecurity simulations
- 2.11** Effectively communicate biosecurity risks and regular updates to HortNZ affiliated groups

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## Food safety



**Focus - to seek improved food safety policy outcomes and recognition of GAP schemes for domestic and export assurances.**

### Activities:

- 3.1** Coordinate implementation of Food Act via GAP schemes and industry groups
- 3.2** Advocate for recognition of existing GAP auditor training framework for Food Act compliance
- 3.3** Provide input into the development of Food safety export assurances for fresh produce
- 3.4** Provide input into the MPI Food Safety Incident Response protocol and simulation
- 3.5** Prepare submissions on pan-sector food safety regulations
- 3.6** Provide input into the Food Standards Australia New Zealand (FSANZ) Act 1991 review
- 3.7** Participate in the Food and Beverage Forum
- 3.8** Participate in the NZ Food Safety and Science Research Centre Industry Advisory Group and horticulture sector initiatives

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## People capability



**Focus - To ensure horticulture is increasingly the industry of choice for working New Zealanders.**

### Activities:

- 4.1** Collaboratively design and operationalise the Horticulture Industry Workforce Development Plan
- 4.2** Advocate with Ministers and government agencies, and other advisory groups to support the Workforce Development Plan and associated programmes including Career Progression Manager Network
- 4.3** Be an active participant in the Primary Sector Centre of Vocational Excellence (CoVE) for Food and Fibre and continue leadership with NZAPI for the New Zealand horticulture industry with Te Pūkenga
- 4.4** Review and manage the horticulture leadership, immersion and scholarship programmes

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## Labour



**Focus - to integrate HortNZ's activities with and resource the Horticulture Post-Covid Recovery Strategy, workstream one: Labour, with the dual focus on both seasonal and permanent employment.**

### Activities:

- 5.1** Promote the attraction and retention of New Zealanders into permanent careers in horticulture through the Career Progression Manager Network, in conjunction with the relevant government agencies
- 5.2** Advocate horticulture's seasonal workforce requirements and develop contingency plans for possible Covid scenarios
- 5.3** Advocate policy flexibility with the Minister of Immigration and Immigration New Zealand to enable Recognised Seasonal Employer (RSE) scheme workers the opportunity to work in New Zealand
- 5.4** Make plans and facilitate the movement of RSE workers to and from New Zealand
- 5.5** Support RSE employers to meet requirements set by Immigration New Zealand and Ministry of Social Development
- 5.6** Contribute to the RSE Policy review to ensure the scheme is fit for purpose in the post Covid world

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## Communication



**Focus - to provide growers with up to date and relevant information, use the new website to tell the horticulture story and achieve greater integration across other communications channels.**

### Activities:

- 6.1** Target the mainstream media to tell the horticulture story (exploring the use of sponsored content), leveraging initiatives such as the New Zealand Story and the International Year of Fruits and Vegetables
- 6.2** Leverage and continue to develop the new HortNZ website. Work with in-house product groups to bring their websites onto the new platform while at the same time reviewing their content
- 6.3** Integrate HortNZ communication channels with the new website
- 6.4** Prepare and publish monthly issues of The Orchardist and the Grower magazines
- 6.5** Develop the HortNZ photo and video library
- 6.6** Carry out an audience audit to provide baseline data to inform the fine-tuning of communications
- 6.7** Raise awareness of the horticulture industry in context of Covid-19 recovery
- 6.8** Provide communications and stakeholder engagement advice to the horticulture sector
- 6.9** Develop and implement a stakeholder engagement strategy for the HortNZ Board and senior managers

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## Sustainability and extension



**Focus - to develop credible solutions to the sustainability challenges facing growers and the industry over the next five years, by safeguarding access to natural resources, and helping the industry deliver on freshwater and climate change outcomes through the implementation of farm environment plans, research, and extension.**

### Activities:

- 7.1** Support grower implementation of Farm Environment Plans (FEP) in regions, through workshops and case studies
- 7.2** Develop and implement the Virtual grower extension project
- 7.3** Work with product groups on implementation of He Waka Eke Noa commitments
- 7.4** Develop a milestone sustainability report for the horticulture industry
- 7.5** Influence and provide input into pan-industry research objectives, and implementation funding proposals on soil health, water use, discharge management and climate change
- 7.6** Participate in the Agritech NZ and Industry Transformation Plan (ITP)
- 7.7** Participate in the Food Waste Reduction programme as the champion for HortNZ
- 7.8** Advocate for water capture, water storage and horticulture irrigation projects

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## Policy development and advocacy



**Focus - to monitor changing government policy and make submissions in the interest of the horticulture industry, for any government policy area not covered by HortNZ's core business units.**

### Activities:

- 8.1** Monitor the development of policy and make submissions to government agencies as required
- 8.2** Follow up on submissions made with relevant Ministers and through the parliamentary process
- 8.3** Seek support for submissions from the HortNZ affiliated organisations and other key stakeholders

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## Health and safety



**Focus - to contribute to the improvement of health and safety and wellbeing of everyone working in horticulture industry.**

### Activities:

- 9.1** Develop a HortNZ health and safety resources webpage
- 9.2** Develop a repository of industry health and safety resources and links to other industry resources
- 9.3** Participation in the Horticulture Health and Safety Council
- 9.4** Implement and develop in conjunction with Farmstrong, a wellbeing programme for horticulture
- 9.5** Collaborate with other primary sector and health and safety groups
- 9.6** Build enduring relationships with ACC and Worksafe

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## Events



**Focus - to plan, promote and run flagship New Zealand horticulture industry events to showcase the potential and value of the industry.**

### Activities:

- 10.1** Plan the 2021 New Zealand Horticulture conference
- 10.2** Plan the 2021 RSE Conference
- 10.3** Plan the 2021 Young Grower of the Year competition and provide support for the regional competitions
- 10.4** Develop the 2020 RSE Story video
- 10.5** Support Ahuwhenua Trophy competition
- 10.6** Maintain strong relationship with event sponsors

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## Partnerships



**Focus - to develop valued partnerships with a diverse range of groups and organisations to work together as an inclusive, diverse and unified industry.**

### Activities:

- 11.1** Develop and strengthen relationships with Māori and other ethnic groups by actively seeking new partnerships
- 11.2** Participation in the Ahuwhenua Trophy for Excellence in Māori Farming Award
- 11.3** Strengthen relationships with HortNZ affiliated product groups and district associations
- 11.4** Convene and coordinate the Horticulture Chief Executive and Business Managers Group
- 11.5** Develop and project manage the Horticulture Post-Covid Recovery Strategy SFFF proposals
- 11.6** Strengthen relationships with central and local government agencies and their key officials
- 11.7** Strengthen relationships with New Zealand political parties and members of parliament
- 11.8** Formalise HortNZ's relationship with Plant & Food Research
- 11.9** Coordinate the Horticulture Industry Forum
- 11.10** Participate in the Food and Fibre Leadership Forum groups
- 11.11** Develop concepts to enhance collaboration across the horticulture industry

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## Other projects



**Focus - to commit to undertaking key projects in collaboration with valued partners to help the horticulture industry succeed now and in the future.**

### Activities:

- 12.1** Provide support for the Sustainable Food & Fibre Futures (SFFF) 'A Lighter Touch' programme
- 12.2** Provide input into the Horticulture Post-COVID Recovery workstreams where HortNZ staff have been allocated to participate
- 12.3** Development of a horticulture industry adverse event programme
- 12.4** Input into the Waste Minimisation Act priority products project with Agrecovery
- 12.5** Support United Fresh's and 5+ A Day programmes
- 12.6** Participate in the New Zealand Standards Development Committee for review of NZS8409
- 12.7** Update the grower levy collection mechanism to enhance functionality
- 12.8** Act as host of the NZ GLOBALG.A.P. National Technical Working Group (NTWG) plus provide coordination and administrative services
- 12.9** Coordinate the development of the MPI/Industry Plant Strategy, in collaboration with other horticulture industry organisations
- 12.10** Other activities as prioritised

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## Internal management



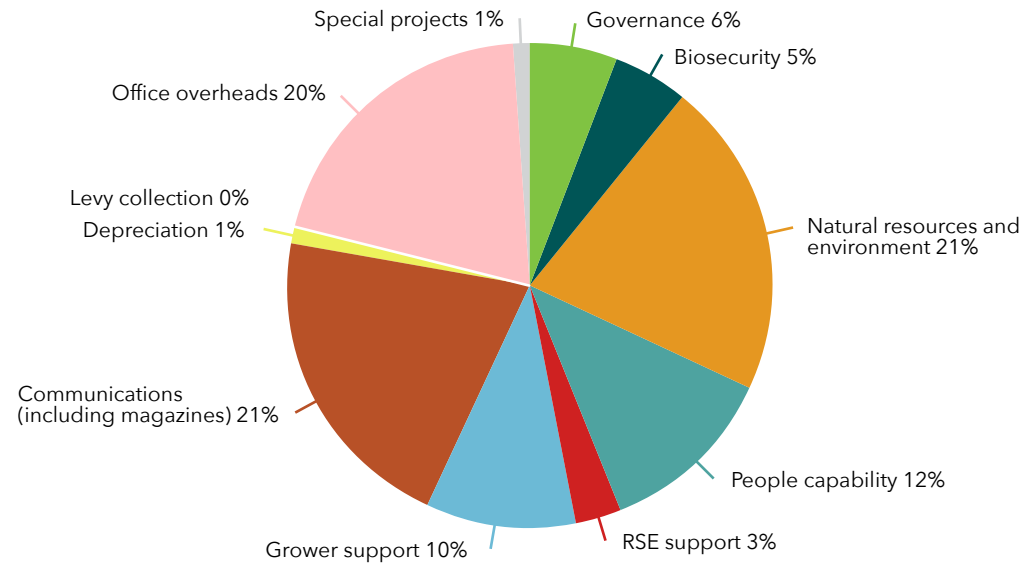
**Focus - to facilitate the internal and external leadership and management of HortNZ, to provide a positive work environment, while supporting our members.**

### Activities:

- 13.1** Collect grower levy
- 13.2** Maintain the HortNZ grower database
- 13.3** Budgeting and financial reporting
- 13.4** Encourage the growers to use the grower portal to update their details annually and ad-hoc
- 13.5** Maintain up to date grower information to support HortNZ functions
- 13.6** Product group administrative and finance support
- 13.7** Further strengthening of organisational culture and wellbeing
- 13.8** Support the Horticulture New Zealand board operations

## APPENDIX 1: HortNZ budgeted expenditure 2021/2022

HortNZ's budgeted expenditure for the 2020/2021 year is illustrated in the pie graph. Further explanation of the expenditure breakdown is also provided.



|                                        |     |                                                                                                                                                                                                                                                                                       |
|----------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ● Governance                           | 6%  | Directors fees, meetings, travel, training                                                                                                                                                                                                                                            |
| ● Biosecurity                          | 5%  | Staff cost, travel, conferences, reports                                                                                                                                                                                                                                              |
| ● Natural Resources and Environment    | 21% | Staff cost, project legal and consulting costs, travel                                                                                                                                                                                                                                |
| ● People capability                    | 12% | Staff costs, Leadership programme, scholarships, Career Promotion, Progression Managers                                                                                                                                                                                               |
| ● RSE support                          | 3%  | Staff costs                                                                                                                                                                                                                                                                           |
| ● Grower support                       | 10% | Staff costs for grower support, food safety, health and safety and sustainability. District Association and He Waka Eke Noa support                                                                                                                                                   |
| ● Communications (including magazines) | 21% | Staff cost, website, newsletter, AGM communications, marketing/campaigns and magazines                                                                                                                                                                                                |
| ● Depreciation                         | 1%  | General depreciation                                                                                                                                                                                                                                                                  |
| ○ Levy collection                      | 0%  | Staff costs for maintaining, analysing and chasing levies                                                                                                                                                                                                                             |
| ● Office overheads                     | 20% | Staff costs for finance and administration. Office running costs (lease, power, cleaning, phones, printing, postage, storage etc). Staff consumables, recruitment and wellbeing. Subscriptions and memberships. Database and IT infrastructure. Insurance, audit and external storage |
| ● Special projects                     | 1%  | SFFF funding and small one-off projects                                                                                                                                                                                                                                               |

# Our Strategy



## Our Vision

*Healthy food for all, forever*  
*Oranga kai, oranga tangata, haere ake nei*

## Our Purpose

Creating an enduring environment where growers thrive

## Our Goals



### Prosperity

New Zealand horticulture is successful, thriving, and made up of a community that cares



### Horticulture is valued

Because it is sustainable, responsible, credible and ethical



### Collaboration

The horticulture sector works together as an inclusive, diverse and united industry



### Agility

The horticulture sector has the dexterity and capability to succeed now and in the future

## How we work

Strongly connected to growers

Proactive engagement with Government

Support product groups and district associations

Pan-sector view

Evidence based

Future focused

Solutions oriented

Active public dialogue

## Our Priorities



### Valued Partnerships

With growers, product groups, district associations, the public and government

Building our relationship with Māori and other ethnic groups



### Enabling horticulture

Seeking the best operating conditions for horticulture

Aligning and optimizing compliance

Assisting growers to rapidly adapt to the changing growing environment



### Advocacy

Generating strong support for growing

Evidence-based engagement on policy and regulation

Telling the New Zealand horticulture story



### People

Supporting horticulture to care for our people

Creating stronger career pathways and attracting talent

Meeting industry labour capability and skills needs

Celebrating success and diversity



### Fit for the Future

Expanding the strategic vision for horticulture

Assessing and signaling challenges and opportunities

Preparing the sector to face the challenges of emerging risks