

2020/2021

## 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:



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 NZGAP certification
- 5 People capability
- 6 Labour
- 7 Communications
- 8 Sustainability and extension
- 9 Policy development and advocacy
- 10 Health and safety
- 11 Events
- 12 Partnerships
- 13 Other projects
- 14 Internal management

## 1 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 Eke 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 agriculture management (GAP) programmes with regulators as pathways for farm environment plan (FEP) compliance
- 1.8 Co-Lead the Access to Natural Resources + Production Systems workstreams of the Horticulture post-COVID recovery strategy

## 2 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 Support and promote the Biosecurity micro-credential courses and liaise with the Primary ITO on delivery
- 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

## 3 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
- 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

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## NZGAP certification



**Focus – NZGAP is an independent scheme hosted by HortNZ that works to meet market and regulatory requirements.**

### Activities (NZGAP):

- 4.1 Launch and implementation of multi-site certification for processed produce and small growers
- 4.2 Launch and implementation of Social Practice add-on and Contractor Standard
- 4.3 Broad implementation of the Environment Management System (EMS) add-on and development of carbon module for He Waka Eke Noa
- 4.4 Develop and launch the NZGAP endorsed advisor pathway
- 4.5 Initiate review of core NZGAP standard, rules and framework
- 4.6 Engage with stakeholders on Global Food Safety Initiative (GFSI) recognition pathway for NZGAP certificate holders via GLOBALG.A.P.
- 4.7 Develop engagement, support and training programme for growers, auditors and advisers
- 4.8 Participate in NZ-GLOBALG.A.P National Technical Working Group and GLOBALG.A.P. Systems and Rules Technical Committee
- 4.9 Develop technology framework, tools and data systems for certification, grower support and progress reporting

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## People capability



**Focus – to promote career development and attraction of New Zealanders to meet horticulture labour needs and link the programmes and initiatives into the career progression manager network that helps place New Zealanders in permanent employment.**

### Activities:

- 5.1 Develop programmes and support the Career Progression Manager Network
- 5.2 Advocate with Ministers and government agencies to support the Career Progression Manager network and its programmes
- 5.3 Be an active participant in the Primary Sector Centre of Vocational Excellence
- 5.4 Contribute to the Primary ITO's programmes
- 5.5 Maximise opportunities for New Zealanders to enter the horticulture industry
- 5.6 Participate in the Horticulture Capability Group
- 5.7 Manage the horticulture leadership and scholarship programmes
- 5.8 Support the Women in Horticulture initiative

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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:

- 6.1 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
- 6.2 Advocate horticulture's seasonal workforce requirements and develop contingency plans for possible Covid scenarios
- 6.3 Advocate policy flexibility with the Minister of Immigration and Immigration New Zealand to enable recognised seasonal employer (RSE) workers the opportunity to work in New Zealand
- 6.4 Make plans and facilitate the movement of RSE workers to and from New Zealand, including quarantine exemptions or the development and Ministry of Health approval for onshore RSE employer run quarantine facilities
- 6.5 Undertake an annual RSE employer survey covering the Ministers' key requirements, including wage rates and the provision of accommodation
- 6.6 Support RSE employers meet requirements set by the Ministry for Business, Innovation and Employment and Ministry of Social Development
- 6.7 Provide growers an employment agreement for seasonal staff and deliver workshops to explain use of the employment agreement to meet legal requirements

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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:

- 7.1 Telling the horticulture story
- 7.2 Develop and launch the new Horticulture in New Zealand website
- 7.3 Integrate HortNZ communication channels with new website
- 7.4 Prepare and publish monthly issues of The Orchardist and the Grower magazines
- 7.5 Develop the HortNZ photo and video library
- 7.6 Develop new HortNZ brand guidelines
- 7.7 Raise awareness of the horticulture industry in context of Covid-19 recovery

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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:

- 8.1 Support grower implementation of EMS Farm Environment Plans (FEP), through workshops and case studies
- 8.2 Develop and implement the Virtual grower extension project
- 8.3 Promote the GAP Programmes in primary sector farm environment planning working groups – He Waka Eke Noa and the Integrated Farm Planning programme.
- 8.4 Work with product groups on implementation of He Waka Eke Noa commitments
- 8.5 Represent HortNZ on the product groups Research and Development managers forum, influencing and providing input into pan-industry research objectives
- 8.6 Develop and contribute to pan sector research and implementation funding proposals on soil health, water use, discharge management and climate change
- 8.7 Co-Lead the Access to Natural Resources + Production Systems workstreams of the Horticulture post-COVID recovery strategy

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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:

- 9.1 Monitor the development of policy and make submissions to government agencies as required
- 9.2 Follow up on submissions made with relevant Ministers and through the parliamentary process
- 9.3 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:

- 10.1** Develop a horticulture digital health and safety training and delivery platform
- 10.2** Develop a repository of industry health and safety resources
- 10.3** Participation in the Horticulture Health and Safety Council

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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:

- 11.1** Plan the 2021 New Zealand Horticulture conference
- 11.2** Plan the 2021 RSE Conference
- 11.3** Plan the 2021 Young Grower of the Year competition and provide support for the regional competitions
- 11.4** Develop the 2020 RSE Story video
- 11.5** Support Ahuwhenua horticulture competition
- 11.6** 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:

- 12.1** Develop and strengthen relationships with Māori and other ethnic groups
- 12.2** Participation in the Ahuwhenua Trophy for Excellence in Māori Farming Award
- 12.3** Strengthen relationships with HortNZ affiliated product groups and district associations
- 12.4** Convene and coordinate the Horticulture Chief Executive and Business Managers Group
- 12.5** Project manage the Horticulture Post-Covid Recovery Strategy workstreams
- 12.6** Strengthen relationships with central and local government agencies and their key officials
- 12.7** Strengthen relationships with New Zealand political parties and members of parliament
- 12.8** Formalise HortNZ's relationship with Plant & Food Research
- 12.9** Coordinate the Horticulture Industry Forum
- 12.10** Participate in the Food and Fibre Leadership Forum groups

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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:

- 13.1** Sustainable Food & Fibre Futures (SFFF) Agroecological project

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- 13.2** Provide input into the Horticulture Post-COVID Recovery workstreams where HortNZ staff have been allocated to participate

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- 13.3** Provide input into the establishment of an MPI/ industry germplasm oversight group

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- 13.4** Development of a horticulture industry adverse event programme

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- 13.5** Input into the Waste Minimisation Act priority products project with Agrecovery

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- 13.6** Support United Fresh's and 5+aday's programmes

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- 13.7** Participate in the New Zealand Standards Development Committee for review of NZS8409

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- 13.8** Update the grower levy collection mechanism to enhance functionality

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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:

- 14.1** Collect grower levy

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- 14.2** Maintain the HortNZ grower database

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- 14.3** Transfer HortNZ's operating systems onto a new platform

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- 14.4** Budgeting and financial reporting

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- 14.5** Organisational performance monitoring and evaluation

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- 14.6** Update the grower portal to integrate into the HortNZ database

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- 14.7** Maintain up to date grower information to support HortNZ functions

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- 14.8** Product group administrative and finance support

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- 14.9** Promote staff health and safety

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- 14.10** Further strengthening of organisational culture and wellbeing

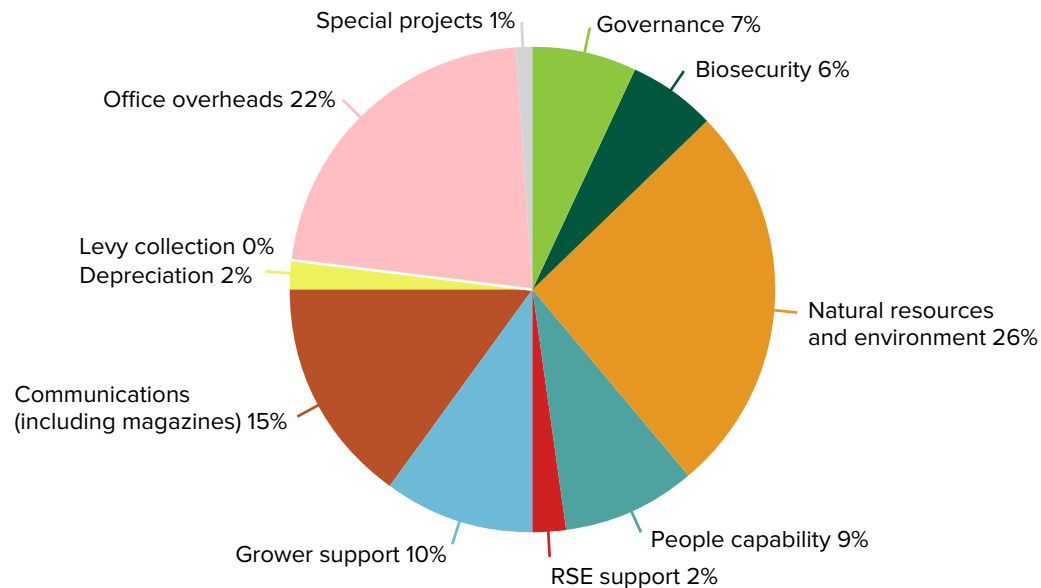
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- 14.11** Support the Horticulture New Zealand board operations

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## APPENDIX 1: HortNZ budgeted expenditure 2020/2021

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



● Governance	7%	Directors fees, meetings, travel, training
● Biosecurity	6%	Staff cost, travel, conferences, reports
● Natural Resources and Environment	26%	Staff cost, project legal and consulting costs, travel
● People capability	9%	Staff costs, Leadership programme, scholarships, Career Promotion, Progression Managers
● RSE support	2%	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)	15%	Staff cost, website, newsletter, AGM communications, marketing/campaigns and magazines
● Depreciation	2%	General depreciation
○ Levy collection	0%	Staff costs for maintaining, analysing and chasing levies
● Office overheads	22%	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