

## Position Description

<b>Position Title</b>	General Manager – Policy & Advocacy
<b>Group</b>	Executive Leadership Team (ELT)
<b>Reports to</b>	Chief Executive
<b>Location</b>	Wellington
<b>Date</b>	January 2026
Direct Reports <input checked="" type="checkbox"/> Budget Responsibility <input checked="" type="checkbox"/>	

## Horticulture New Zealand

At Horticulture New Zealand's (HortNZ) we are guided by our aspiration, vision and purpose to advocate for and represent the interests of New Zealand's 4,300 plus commercial fruit and vegetable growers.

<b>Our Aspiration</b>	<b>Our Vision</b>	<b>Our Purpose</b>
Healthy food for all, forever. <i>Oranga kai, oranga tangata, haere ake nei.</i>	To create an enduring environment where growers thrive	Leadership, advocacy and influence for grower success

To find out more information about Horticulture New Zealand see [here](#).

### Our values

- Courageous by nature
- Collaborative for impact
- Credible through action

### Our sphere of influence

- Nourishing Aotearoa, the Pacific, and the world
- Growing is rewarding

- All growers are responsible growers
- Horticulture is enduring
- Strength through trust and cooperation

#### Our sphere of control

- Shaping sector strategy
- Proactively influencing policy
- Telling the horticulture story
- Translating sector wide change
- Facilitating grower connections

### Position Purpose

The General Manager – Policy & Advocacy provides strategic direction and leadership for the sector on policy, planning, and advocacy matters, to support the success of Horticulture industry. The role provides intellectual leadership for the sector helping to set and respond to strategic policy issues and communicating these with key leaders and stakeholders. An essential part of the role is to provide advice and direction to teams working on complex and politically sensitive issues with a focus on sharing knowledge and ideas to enhance internal capability. This role is focused on;

- **Advocacy & Representation** – The GM represents the interests of horticulture in various central and regional government policy reforms. They engage with decision makers to ensure that grower voices are heard in policy processes, and as a media spokesperson for HortNZ on key issues.
- **Policy Development** – The focus is on creating practical, science-based policies and projects that support better outcomes for growers. This includes advocating for policies that are practical and achievable on the ground and that enable horticultural businesses to thrive.
- **Stakeholder Engagement & Influence** – The GM works closely with a wide range of growers, scientists, regional councils,

government officials and other stakeholders to reduce complexity in the understanding of horticulture and to ensure that policies are effective and beneficial for the horticultural sector. This role requires advanced communication capability to support stakeholder engagement with varied audiences and requires someone who forms strong relationships.

- **Strategic Insight** – The role involves providing analysis and strategic input on complex and politically sensitive issues, policies and projects, ensuring that HortNZ’s position reflects grower concerns and that growers are informed about policy developments. It requires a big picture view of both new and emergent challenges for the sector.

They achieve these outcomes via:

- Strategic regulatory and policy experience, with a strong focus on communication and stakeholder engagement
- Business development and customer service driven mindset and capability
- Leading regulatory and policy advice to support the ambitions of growers
- Development and implementation of strategic plan(s) for the Policy & Advocacy Business Unit and contributing to the strategic direction of HortNZ and the overall Horticulture sector
- Collaboration with the Executive Leadership Team, Assurance Team, Projects & Programmes Team, and Engagement Team and other external stakeholders to deliver on relevant strategies and business plans
- Leadership of the Policy & Advocacy to develop people and to deliver the complex portfolio of work of this team.

## Key Position Deliverables

Desired Requirements	Key Indicators
<b>HortNZ and Sector Leadership:</b> Horticulture sector strategies, initiatives and programmes of work are successfully developed and delivered	<ul style="list-style-type: none"> <li>• Support development and delivery of HortNZ strategy</li> <li>• Provide policy and strategic advice to the HortNZ Board, Executive Leadership Team, and Product Groups</li> <li>• Collaborate with the Executive Leadership Team to develop and implement HortNZ business plans and other internal initiatives</li> <li>• Support development and delivery of sector strategies and strategic initiatives</li> <li>• Engage in strategic initiatives and programmes of work which benefit Growers, HortNZ, NZGAP and the wider horticulture sector</li> <li>• Represent the sector at various events.</li> </ul>
<b>Policy &amp; Advocacy Team Leadership:</b> High quality leadership, management and effective operation of HortNZ Policy & Advocacy Functions.	<ul style="list-style-type: none"> <li>• Lead the Policy &amp; Advocacy team</li> <li>• Manage Policy &amp; Advocacy team outputs in line with strategic and operational plans.</li> <li>• Provide policy and strategic advice to support the work of other business units, i.e. Assurance, Programmes &amp; Projects, and Engagement Teams.</li> <li>• Build and maintain a highly empowered team through effective management, communication, and mentoring</li> <li>• Provide clear leadership and promote and foster a team culture consistent with HortNZ's values</li> <li>• Influence and focus teams to achieve goals and successfully navigate ever-changing situations.</li> </ul>

Desired Requirements	Key Indicators
	<ul style="list-style-type: none"> <li>• Identify the capabilities required for technical input into issues, and draw on those to develop a coordinated and high quality response to policy issues.</li> <li>• Ensure consultation with growers, regulators, and other primary sector organisations to influence policy and promote key strategic themes/initiatives.</li> <li>• Ensure the team is working with the appropriate regulators and with the other primary sectors to develop shared work where appropriate.</li> <li>• Facilitate the collaboration between HortNZ and growers, Product Groups, District Associations, and other parties to find areas of compromise when challenges arise.</li> <li>• Summarise and communicate the outcomes of any submissions and/or Court hearings to growers and other relevant parties.</li> </ul>
<b>Stakeholder Management &amp; Engagement:</b> High quality relationships are developed and maintained at all levels	<ul style="list-style-type: none"> <li>• Pursue partnership approach with stakeholders to collaborate on achieving shared goals</li> <li>• Represent HortNZ at meetings, workshops, seminars, government groups and other relevant events.</li> <li>• Represent the horticulture sector in relevant strategic initiatives and working groups</li> <li>• Develop and maintain high quality relationships with relevant Government agencies and Ministers</li> <li>• Advocate for the interests of growers at national and regional levels</li> <li>• Nurture strategic win-win relationships/partnerships with key external stakeholders including growers, product</li> </ul>

Desired Requirements	Key Indicators
	<p>groups, district associations, iwi, officials, members of the primary sector, science providers, etc</p> <ul style="list-style-type: none"> <li>• Represent the industry in key primary sector working groups</li> <li>• Establish, manage, and maintain relationships internally and with external providers, vendors, and agencies</li> </ul>
<p><b>Strategic Influence and Communications:</b> HortNZ is seen as being a credible and reliable source of information and stakeholders are informed about our work.</p>	<ul style="list-style-type: none"> <li>• Provide robust thinking, analysis and evidence-based solutions to issues facing the horticulture sector.</li> <li>• Support the wider organisation, working closely with the CEO to ensure that we have an effective, evidence-based and credible contribution to issues and debates.</li> <li>• Bring a strategic understanding to issues, lead planning for how these issues are best addressed, and apply this to determining the best approach to respond.</li> <li>• Promote HortNZ's position on policy issues accurately to ensure they reflect the concerns of growers, and that growers are fully informed about key issues and HortNZ's approach to them.</li> <li>• Build and maintain relationships with key players and influencers of government policy processes and ensure HortNZ is continued to be seen as a reliable source of objective and accurate information.</li> </ul>
<p><b>Operational Management:</b> Operational excellence is</p>	<ul style="list-style-type: none"> <li>• Ensure the Policy &amp; Advocacy function has appropriate processes, methodologies, frameworks in place to enable the efficient and effective delivery of measurable work.</li> </ul>

<b>Desired Requirements</b>	<b>Key Indicators</b>
supported throughout the organisation.	<ul style="list-style-type: none"> <li>• Monitor and analyse data to provide HortNZ Leadership Teams with regular insights into key Policy &amp; Advocacy indicators - performance against agreed targets, trends, and emerging issues/opportunities.</li> <li>• Develop and manage annual operating budget to achieve the objectives of the Policy &amp; Advocacy function, including reporting to budget as required.</li> <li>• Report to CEO and ELT, and attend board meetings as required, present business cases, proposals and plans that support this role.</li> </ul>

### **Horticulture New Zealand Leadership Principles:**

<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Participate actively and positively as a member of the HortNZ team, demonstrating a strong understanding and commitment to the Vision, Goals and Priorities.</li> <li>• Support and enable the work of the ELT to drive day to day delivery for the organisation.</li> <li>• Support and enable the Policy &amp; Advocacy Team to deliver high quality work outputs.</li> <li>• Foster an open, collaborative environment that encourages challenging the status quo and exploring ideas and opportunities that may lead to new more innovate, creative and effective solutions</li> <li>• Earn trust and respect through consistently demonstrating a high level of integrity, knowledge and professionalism</li> <li>• Identify, address and minimise bias wherever and whenever it is encountered</li> <li>• Acknowledge and value different opinions and perspectives.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Handle conflicting and changing priorities and adapt to changing business needs, conditions and work responsibilities in a positive manner</li> <li>• Adhere to and support all health, safety and wellbeing policies, guidelines and initiatives, ensuring all incidents, injuries and near misses are reported</li> </ul>
<b>People Management</b>	<ul style="list-style-type: none"> <li>• Ensure team members are aware of their performance expectations</li> <li>• Ensure that team members' goals are aligned to the HortNZ and the function's strategic priorities.</li> <li>• Ensure team members are able to make decisions, take reasonable risk and exercise initiative in their area of responsibility</li> <li>• Provide regular feedback and coaching to ensure performance is continuously improving</li> <li>• Recognise and celebrate accomplishments</li> <li>• Enable all team members to grow and succeed by identifying and addressing development needs</li> <li>• Identify future potential replacement/s and invest time mentoring and coaching them in all aspects of the role</li> <li>• Ensure health, safety and security policies are understood, followed and implemented by all employees</li> </ul>
<b>Working with Others</b>	<ul style="list-style-type: none"> <li>• Identify, develop and maintain effective trust-based relationships with internal and external stakeholders</li> <li>• Work effectively with others to achieve objectives and deliver high levels of performance</li> <li>• Convey information clearly and concisely in the way that best meets the needs of the people receiving the message</li> <li>• Seek to resolve disagreements constructively</li> </ul>



	<ul style="list-style-type: none"> <li>• Share knowledge, information and learning with colleagues</li> </ul>
<b>Operational Excellence</b>	<ul style="list-style-type: none"> <li>• Focus on results and desired outcomes and how best to achieve these whilst adhering to HortNZ's procedures, policies, guidelines and standards of integrity and conduct</li> <li>• Make timely, informed decisions that take into account facts, goals, constraints, and risks</li> <li>• Identify opportunities to improve the effectiveness and efficiency of processes, programs and systems.</li> <li>• Manage expenditure and budgets to ensure appropriate use of HortNZ's financial assets</li> </ul>
<b>Personal Effectiveness</b>	<ul style="list-style-type: none"> <li>• Take personal responsibility for the quality and timeliness of their work</li> <li>• Request and welcome feedback and use this as an opportunity to improve performance</li> <li>• Demonstrate an ongoing to commitment to learning and self-improvement and maximise opportunities for growth and development</li> </ul>

### Key Relationships:

<b>Internal</b>	<b>External</b>
<ul style="list-style-type: none"> <li>• HortNZ Chief Executive</li> <li>• Executive Leadership Team</li> <li>• HortNZ General Managers and employees</li> <li>• Policy &amp; Advocacy Team</li> <li>• Product Groups, Industry Associations &amp; Groups</li> <li>• HortNZ Board</li> </ul>	<ul style="list-style-type: none"> <li>• Growers and farmers, commercial partners, and other industry stakeholders.</li> <li>• Other primary sector organisations and groups</li> <li>• Government Agencies (Central &amp; Regional)</li> <li>• Research &amp; investor agencies</li> <li>• Suppliers and service providers</li> </ul>

## Qualifications, Experience, Skills and Attributes:

### Qualifications:

<b>Desired</b>	<ul style="list-style-type: none"><li>• A relevant tertiary qualification in related fields of planning, policy, environment, or other technical science capability</li></ul>
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### Experience:

<b>Essential</b>	<ul style="list-style-type: none"><li>• Senior Leadership and team management experience</li><li>• Managing complex regulatory and policy operating environments</li><li>• Robust understanding of the machinery of government and policy development</li><li>• Customer Service experience</li><li>• Complex Stakeholder Engagement experience and expertise</li></ul>
<b>Desired</b>	<ul style="list-style-type: none"><li>• Science knowledge</li><li>• Horticulture sector experience</li></ul>

### Skills:

<b>Technical</b>	<ul style="list-style-type: none"><li>• Analysis of data and ability to see linkages, trends, etc to provide insights</li><li>• Demonstrated successful senior management experience working with a wide range of stakeholders in complex environments</li><li>• Deep technical experience in policy development or planning fields</li><li>• Experience leading and managing multiple teams across an organisation</li><li>• Works at both a strategic and operational level</li></ul>
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<b>Interpersonal</b>	<ul style="list-style-type: none"> <li>• Builds rapport and develops strong relationships with stakeholders</li> <li>• Strong networks</li> <li>• Conveys information and ideas clearly and concisely in both oral and written communication to a variety of audiences</li> <li>• Clear leadership skills and strategic management experience</li> <li>• Engages effectively at all levels, influencing others to achieve required outcomes</li> <li>• Adapts to changing needs, conditions, and work responsibilities and able to work in ambiguous situations</li> <li>• Makes prompt and clear decisions taking into consideration the long-term impact</li> <li>• Models' positive behaviors and the desired values and culture of the organisation</li> <li>• Responds positively to feedback and direction</li> <li>• Demonstrates active listening skills and communicates clearly and succinctly in a range of formats, tailoring messages to audiences as appropriate.</li> </ul>
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### Attributes:

<b>Essential</b>	<ul style="list-style-type: none"> <li>• Strategic thinker</li> <li>• Collaborative</li> <li>• Strong communicator</li> <li>• Customer service focused</li> <li>• Outcomes-oriented</li> <li>• Resilient</li> <li>• Proactive</li> </ul>
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