Position Description: Trading Planning Lead
Reference: 17
Date: October 26

Trading Planning Lead

WHO WE ARE - KO WAI MĀTOU

We are Farmlands - Te Whenua Tāroa, a Co-operative owned by New Zealand Farmers and Growers, we have been around for 60+ years, supporting our rural communities, looking after our land and our people - we're Out Here Too. We're always backing Kiwis - rain or shine, year in, year out. We work as one – we help each other, we win together.

PURPOSE AND VISION – TE KAUPAPA ME TE MATAKITE

At Farmlands, our purpose is "To enable improved profitability and productivity for NZ farmers and growers", and our Vision is "To be the go-to for everyone connected to our land". Everything we do, every decision we make is with this in the forefront of our minds.

OUR VALUES – NGĀ UARATANGA

Our values of Be You, Minds Open, and See It Through help us to work as one - helping each other and winning together. We're rural people supporting our rural communities looking after our land and our people.

Be you - mōu ake	It takes all sorts to make an awesome team. Diversity, different perspectives and a fresh approach to problems make everyone in the team stronger. It's not who you are or what you look like, it's all about what you bring to the table that matters.
Minds open - hinengaro tākoha	We came from a generation of greatness. It gives us the solid foundation to move on, focus on the future and use our creativity and ingenuity to build Farmlands for the next generation.
See it through - whakamaua kia tīna	We're a team. United through our love of the land and the communities we serve. We back ourselves, each other, and get behind the decisions we make together.

POSITION PURPOSE – TE PŪTAKE O TE TŪRANGA

Reports to - Kaiwhakahāere: GM Integrated Business Planning

Your Team – To tīma: Supply Chain

Direct reports - Kaimahi: None

This role builds the critical path framework and way of working across the Annual Trading Calendar (ATC), while keeping the current ATC framework running.

The role has two mandates:
Maintain: Keep the current ATC framework, forums and cadence running without loss of governance.
Establish: Design, pilot and embed a critical path framework and way of working across the ATC, so every priority trading activity has defined milestones, owners, dependencies and handoffs across Sales, Retail, Merchandising, Supply Chain, Marketing and Finance.

Key Objectives

- Run the ATC as designed: calendar integrity, change control, forums and review cadence maintained throughout.
- Establish a critical path standard for ATC activities: milestones, lead times, dependencies, decision gates and escalation triggers.
- Embed clear accountability across functions through decision rights, responsibilities and handoffs (RASCI) for each critical path.
- Build reporting that shows current and forward critical path status, so slippage is caught early and acted on.
- Embed the way of working in existing forums so it is owned by the functions, not dependent on this role.
- Leave a documented, sustainable framework.

KEY ACCOUNTABILITY AREAS – NGĀ WĀHANGA MAHI

Safety and wellbeing - Haumarutanga

Actively contribute to a safety-first culture by:

- Keeping yourself and others safe, and participating in safety and wellbeing activities
- Speaking up if you see something that could injure yourself or others in the workplace
- Ensuring that all KPI's, policy and procedure requirements related to safety and wellbeing are completed on time and in full, every time

ATC Framework – Maintain

- Own day-to-day running of the ATC: calendar maintenance, version control, change requests and communication of changes.
- Facilitate and manage cross-functional forums, calendars and review cycles to ensure trading activities are successfully launched.
- Maintain linkages between the ATC, trading plans and the financial plan.
- Maintain existing tools and reporting. No gaps through handover or handback.
- Facilitate post-activity reviews and capture continuous improvement opportunities.
- Support GM IBP with S&OP cycles.
- Agree any change to the core ATC framework design with GM IBP before implementing.

Critical Path Framework – Establish

- Define the critical path standard: activity types, milestones, lead times, dependencies, owners, decision gates and escalation triggers.
- Map and baseline critical paths for priority trading activities, prioritised with GM IBP and functional leads.
- Pilot the framework on a priority activity, review, refine, then roll out across the ATC.
- Establish RASCI, decision rights and handoffs for each critical path.
- Build forward-looking reporting: critical path status, slippage, RAG and risks escalated to the right forum.
- Define the way of working: how critical paths are initiated, updated, reviewed and closed, and where they live.
- Partner with senior decision-makers across Sales, Retail, Merchandising, Supply Chain, Finance and Marketing to co-create the framework and secure buy-in.
- Coach function owners so the way of working is self-sustaining.

General – Whānuitanga

- Foster an adaptive, performance-led culture with high accountability.
- Support development of engagement, retention, and succession planning.
- Promote a learning culture through Farmlands' Centre of Learning.

Professional Development – Whakawhanaketanga

Continue to develop personally and professionally by:

- Maintaining regular contact with manager to discuss progress and performance, seek feedback and address development areas
- Engaging with Farmlands performance development process, recording progress and goals
- Being a positive supporter and leader of change initiatives
- Ensuring all training requirements are completed as required

These may change from time to time to meet operational or other requirements.

WHAT YOU'LL BRING - ĀU ĀPITITANGA KI TE TŪRANGA

Experience - Āu tautōhitotanga

- Experience in a similar role focused on framework development, governance or operating rhythms in a multi-channel business.
- Proven track record establishing a framework or way of working and embedding it within a short timeframe.
- Demonstrated leadership and influence across B2B and B2C environments, including without direct authority.

- Project or programme management experience, including critical path planning (highly regarded).
- Rural sector experience desirable.

Qualifications – Āu tohu mātauranga

- Tertiary business qualification desirable.

Knowledge – Āu mōhiotanga

- Deep knowledge of operating cadence, governance frameworks and cross-functional planning.
- Critical path and dependency planning, RASCI and decision rights.
- Working knowledge of S&OP / IBP processes.

Skills – Āu pūkenga

- Ability to build clear reporting that drives action.
- Strong stakeholder management, collaboration and influencing skills.
- Strategic problem solver with ability to simplify complexity.
- Excellent communication and relationship-building capability.

Personal Attributes – Ōu āhuatanga

- Determined, persistent and outcomes-focused.
- Hits the ground running and comfortable working to a fixed end date.
- Embraces change and continuous improvement.
- High integrity and professional standards.

Appendix:

Everyday Leadership Behaviours

We've identified 4 leadership behaviours that we know make the best Farmlands leaders. Different roles across the co-operative require us to approach each aspect in slightly different way, and you'll see on the next pages the different leadership levels and how they all fit together.

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People & Safety
June 2026

The Four Leadership Behaviours

Create
Create Clarity

Understand the bigger picture – you understand our vision, strategy and plans. You know what's expected of you and how you should deliver this. And, if you don't know, you take steps to find out.

Have a plan – you establish a vision and course of action that's aligned to our strategy. You help others connect the dots between our vision and strategy and where they fit in achieving this. You can describe what success looks like and provide a sense of direction for others, even during times of ambiguity.

Clarify the 'why' – you make clear how activities and decisions benefit the customer and the co-operative. You provide further context where further buy-in or prioritisation is needed to help overcome resistance.

Connect
Build Connections

Forge connections – you have strong relationships with the people around you, your customers and communities. You look outside of your immediate team to create connections with the people and teams across the business who have an influence or impact on your work. You seek broader perspectives to generate insights and opportunities.

Create purpose and belonging – you create meaning for your team by uniting them around a common goal. You're authentic and prepared to be vulnerable. You promote diversity and allow others to express themselves and for all voices to be heard equally.

Take people with you – you inspire people through your energy, commitment to our business and enthusiasm for the future. You listen, seek feedback from a range of sources and involve others in your decision making, without compromising pace. You lead by example through consistency and demonstrating the Farmlands Leadership behaviours.

Deliver
Deliver Results

Create structure – you plan ahead and create the structures and work routines to get things done. You make use of the systems and technology available to you. You're agile and look to work in new ways.

Think and act like an owner – you take responsibility for your performance and delivering to a high standard. You tenaciously pursue the right outcomes and don't confuse activity with results. If you lead people, you set clear expectations for every team member.

Insights driven – you understand the commercial aspects of your role and make decisions based on data and insights. You draw from new sources of information to generate ideas, seeking to innovate, disrupt and change. You are focused on building a stronger organisation tomorrow than today.

Grow
Grow Self, Grow Others

Have a growth mindset – your resilience helps you embrace change, persist through challenges and learn from feedback. You are curious and have flexibility of thought and perspective. You know your strengths and opportunities, actively engage in self-development and take time to reflect and apply learnings.

Develop capability – you coach others to build capability and achieve their potential. You know your team, their aspirations and support them to learn, grow and take ownership of their development.

Get out of the way – you empower others by delegating and creating space for them to do their best work, trusting them to deliver and providing support where required. You make it safe for others to try new things and learn from mistakes.

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Lead Leaders – how this shows up in everyday behaviour:

Create

Create Clarity

Your role is to operationalise the strategy which means you and your team need to understand it and how to achieve it

Understand the bigger picture
- Understand our vision, strategy and plans.
- Know what's expected of you and how you should deliver this.

Have a plan
- Establish a vision and course of action that's aligned to our strategy.
- Help others understand their contribution to our vision and strategy.

Clarify the 'why'
- Make it clear how activities and decisions benefit the customer and the co-operative.
- Provide further context where required to overcome resistance.

Connect

Forge Connections

This is about the relationships you create with your team and the teams you work closely with.

Forge connections
- Create strong relationships with your team and others who have an influence on your work.

Create purpose and belonging
- Create meaning for your team by uniting them around a common goal.
- Authentic and promote diversity.

Take people with you
- Inspire others through your energy, commitment and enthusiasm.
- Lead by example through consistency and demonstrating the Farmlands Leadership behaviours.

Deliver

Deliver Results

This is about achieving results through others.

Create structure
- Plan and create structure to get things done.
- Agile and look to work and lead your team in new ways.

Think and act like an owner
- Take responsibility for your performance and delivering to a high standard
- Set clear expectations for every team member and hold them to account.

Insights driven
- Make decisions with a commercial lens and seek new information to generate ideas.
- Innovate, disrupt and challenge the norm.
- Focus on building a stronger Farmlands.

Grow

Grow Self, Grow Others

Growth is how we make ourselves, our teams and our co-operative better.

Have a growth mindset
- Embrace the new and lead with agility.
- Actively engage in self-development and apply learnings.

Develop capability
- Coach others to build capability and achieve their potential.
- Know your team and support and empower them to learn, grow and develop.

Get out of the way
- Empower others by delegating and creating space for them to do their best work.
- Make it safe for others to try new things and learn from mistakes.

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